

# ORGANIZATION, ELEMENTS, AND CAPABILITIES OF AN INFANTRY BATTALION

Subcourse Number IN 0503

United States Army Infantry School  
Fort Benning, Georgia 31905-5593

5 Credit Hours

## SUBCOURSE OVERVIEW

This course is designed to teach you about the organization, elements, and capabilities of an infantry battalion. The subcourse contains information on light infantry battalions, infantry air assault battalions, airborne battalions, and a mechanized infantry task force.

There are no prerequisites for this subcourse.

This subcourse reflects the doctrine which was current at the time it was prepared. In your own work situation, always refer to the latest publications.

The words "he," "him," "his," and "men" when used in this publication, represent both masculine and feminine genders unless otherwise stated.

## TERMINAL LEARNING OBJECTIVE

- TASK:** Identify the organization, elements, and capabilities of a light infantry battalion, air assault battalion, airborne battalion, or mechanized infantry task force.
- CONDITIONS:** Given the subcourse material and a combat (training) scenario, the student will complete the examination at the end of this subcourse.
- STANDARD:** The student will demonstrate his comprehension and knowledge of this subcourse by achieving a minimum of 70% on a multiple-choice based examination for Subcourse IN 0503 by identifying the organization, elements, and capabilities of a light infantry battalion, infantry air assault battalion, airborne battalion, and a mechanized infantry task force.

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Part D: Tank and Mechanized Infantry Task Force

Practice Exercise

LESSON

ORGANIZATION, ELEMENTS, AND CAPABILITIES  
OF AN INFANTRY BATTALION

|                            |  |
|----------------------------|--|
| Soldier's Manual<br>Tasks: | Organization, elements, and capabilities of a light infantry battalion.                          |
|                            | Organization, elements, and capabilities of an airborne and air assault battalion.               |
|                            | Organization, elements, and capabilities of a tank and mechanized infantry battalion task force. |

OVERVIEW

TASK DESCRIPTION:

In this lesson, you will learn the organization, elements, and capabilities of a light infantry battalion, air assault battalion, airborne battalion, and a tank and mechanized infantry battalion task force.

|             |   |
|-------------|---|
| TASKS:      | Identify the organization, elements, and capabilities of a light infantry battalion, air assault battalion, airborne battalion, and a tank and mechanized battalion task force.   |
| CONDITIONS: | Given the subcourse material for this lesson and a combat (training) scenario, the student will complete the practice exercise to identify the organization, elements, and capabilities of an infantry battalion.   |
| STANDARD:   | The student will demonstrate his comprehension and knowledge of the tasks by identifying the organization, elements, and capabilities of a light infantry battalion, company, and platoon; the organization, elements, and capabilities of an infantry airborne and air assault company and platoon; and the organization, elements, and capabilities of a tank and mechanized infantry task force, company, and platoon. |
| REFERENCES: | FM 7-7J<br><a href="#">FM 7-8</a><br><a href="#">FM 7-10</a><br><a href="#">FM 7-20</a><br>FM 7-70<br>FM 7-71<br>FM 7-72<br><a href="#">FM 71-1</a><br><a href="#">FM 71-2</a>  |

## INTRODUCTION

The infantry battalion is the basic maneuver unit of infantry divisions and separate brigades. The primary mission of the infantry battalion is to close with the enemy and destroy or capture him by fire and movement. In performing that mission, the infantry battalion can seize, occupy, and hold terrain.

Infantry continually adapts its weapons, tactics, organization, and equipment to meet new threats. As a result, the infantry battalion can be deployed quickly to fight against any enemy, on any terrain, in any weather, both day and night. Because of its flexibility, the infantry battalion can be committed to meet military contingencies anywhere in the world.

## PART A - AIRLAND BATTLE

### 1. General AirLand Battle Philosophy.

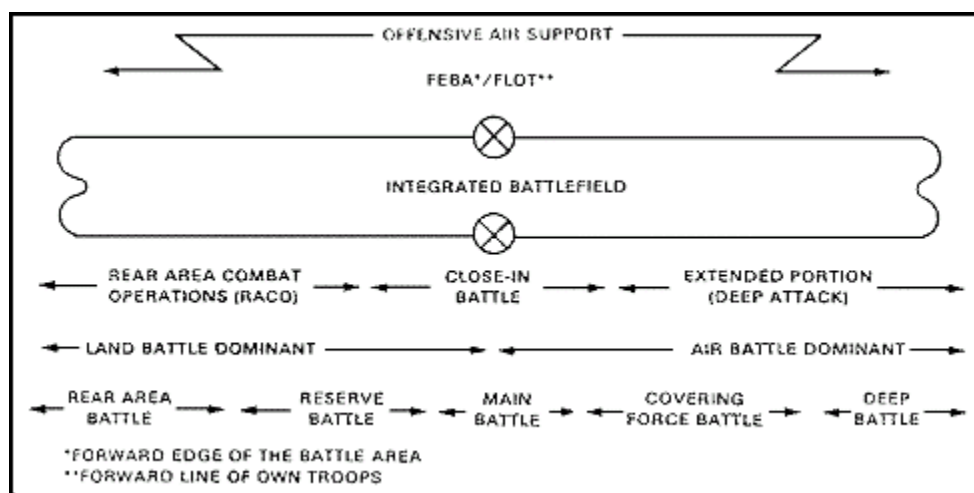
The U.S. Army is faced with an enemy whose doctrinal tenets are mass, momentum, and continuous combat. The enemy expects to probe and penetrate weak points in our forward defenses with his leading echelons. Then he expects to pass his follow-on echelons through the weak spots. His superior numbers allow him to generate successive echelons which maintain the momentum of any success achieved. He seeks to maintain the flexibility to choose the time and place of the commitment of his follow-on echelons thereby ensuring the momentum of his attack.

The AirLand Battle is the doctrinal basis for meeting these enemy challenges. The goal of AirLand Battle is to prevent the enemy's application of mass at a decisive point by attacking his formations throughout the depth of the battlefield with new and improved maneuver and firepower systems. Initiative is exercised by commanders at all levels to create windows of opportunity to apply these new systems to strike the enemy in depth, string him out, and separate him from his supporting echelons. Then, when he is most vulnerable, to finish him by counter-strike and exploitation of his weakness. Offensive actions are initiated at every opportunity to destroy the enemy. Deep attack applies conceptually at all levels, not just at higher levels in the deep attack area.

The concept of how the Army will fight is called AirLand Battle doctrine. AirLand Battle doctrine is summarized in [FM 100-5](#), which describes a nonlinear battlefield where nuclear and chemical weapons are tactically integrated throughout its depth. Further, the battle itself is extended in depth by the employment of long-range, corps-level weapons deep in enemy territory. Commanders must understand that opposing forces on the modern battlefield will rarely fight along orderly, distinct lines. Faced by an enemy who expects to sustain rapid movement in the offense and who will strive to reach his goals by using every weapon at his disposal, the U.S. Army must be prepared to fight continuous operations of considerable movement complemented by intense volumes of fire. As the name implies, AirLand Battle doctrine also signifies a close working relationship between air and land forces in achieving strategic and tactical objectives.

However, success on the AirLand Battlefield ([Figure 1-1](#)) will depend on the coordinated efforts of men and equipment in combined arms teams. There will be no separate infantry, tank, or artillery battles. Battles will be won or lost by how well the combat power of all of our forces is synchronized. Because

that combat power includes combat support and combat service support elements, commanders must know how to use support forces to multiply the combat power of their maneuver units.



**Figure 1-1. The AirLand Battlefield.**

An important element of combat power is maneuver. Maneuver is defined as the employment of forces through movement supported by fire to achieve a position of advantage from which to destroy or threaten the destruction of the enemy.

## 2. Basic Rules of Combat.

There are five basic rules of combat.

### (1) Secure.

- Use cover and concealment.
- Establish local security and conduct reconnaissance.
- Protect the unit.

### (2) Move.

- Establish moving element.
- Get in the best position to shoot.
- Gain and maintain initiative.
- Move fast, strike hard, finish rapidly.

### (3) Shoot.

- Establish base of fire.
- Maintain mutual support.
- Kill or suppress the enemy.

### (4) Communicate.

- Keep everybody informed.
- Tell soldiers what is expected.

(5) Sustain.

- Keep the fight going.
- Take care of soldiers.

These five basic rules of combat are reflected in the tenets and imperatives of AirLand Battle which will now be discussed.

### 3. Tenets of AirLand Battle.

Success on the modern battlefield will depend on commanders at all levels understanding and implementing the basic tenets of AirLand Battle doctrine. These tenets are:

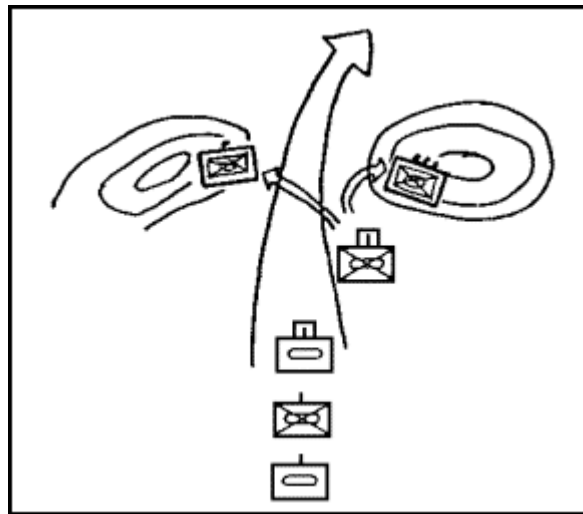
- Initiative.
- Depth.
- Agility.
- Synchronization.

The application of these tenets to the infantry battalion will be covered in the following paragraphs.

Initiative implies an offensive spirit in the conduct of tactical operations. To preserve the initiative, subordinates must act independently within the context of the overall plan. Improvisation, innovation, and aggressiveness, tempered with intelligent and prudent decision making, are emphasized. Appropriate action is taken to seize the initiative early. For the infantry battalion, this requires squads, platoons, and companies to have expertise in combat skills and the ability to execute decentralized operations that concentrate on the enemy. Applied to the force as a whole, initiative requires a constant effort to force the enemy to conform to our operational purpose and tempo while retaining our own freedom requires a willingness and ability to act independently within the framework of the higher commander's intent. In both senses, initiative requires audacity which may involve risk-taking and an atmosphere that supports it. There are at least two kinds of risk in combat. One is the risk of losing men and equipment to attain the mission. The other is that a chosen course of action may not be successful, or even if successful, fail to achieve the desired effect. All leaders must take prudent risks of both types independently, based on their own judgment. Initiative is translated into action by issuance of mission-type orders that give subordinates maximum flexibility to seize the initiative by improvising and acting aggressively to defeat the enemy. To do this, leaders at each level must understand the intent of his commander's concept of operations and the part he plays so that he may confidently and boldly exploit success even if it means deviating from the planned course of action. At the task force level this means:

- (1) Analysis of Mission, Enemy, Terrain, Troops, and Time available (METT-T) to quickly provide the essentials of a tactical situation.
- (2) A decision-making process which rapidly translates these essentials into clear, concise orders.
- (3) Orders must clearly express the intent of the task force and brigade commanders, and allow maximum flexibility to subordinate commanders, based on intent.
- (4) Use of the wargaming technique with the staff and subordinate commanders to insure a detailed understanding of the commander's intent.

- (5) Use of IPB to establish decision lines so that commanders and leaders know what to look for and when to react.
- (6) Use of FRAGOs and SOP's to adjust to the situation and exploit opportunities.
- (7) Use of operational procedures and control measures to assist in making FRAGOs easier to transmit, while conveying the commander's intent.
- (8) Exploiting success. In exploiting success, the commander strives to make his initial contact with the enemy with the smallest force necessary to accomplish the mission. He does this so that he has the remainder of his force available to exploit his success. Ideally, this means one up and three back. That is, using one company to achieve a penetration and then exploit it with the remaining three companies. [Figure 1-2](#) is an example of exploiting success.

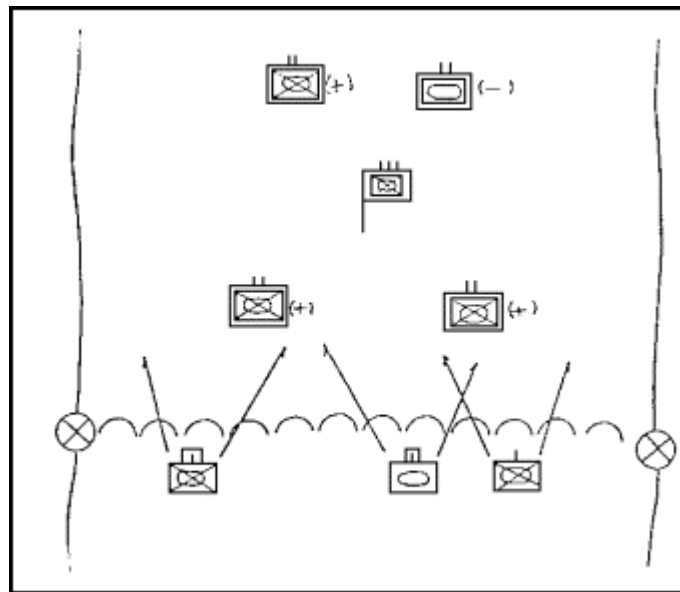


**Figure 1-2. Exploiting Success.**

- (9) Disperse-mass-disperse. As implied above, the task force commander keeps his forces dispersed insofar as possible to reduce their vulnerability to being targeted by enemy nuclear, chemical, or conventional munitions. The task force commander masses his forces at a time and place of his choosing to accomplish a specific mission, and then the task force again disperses.

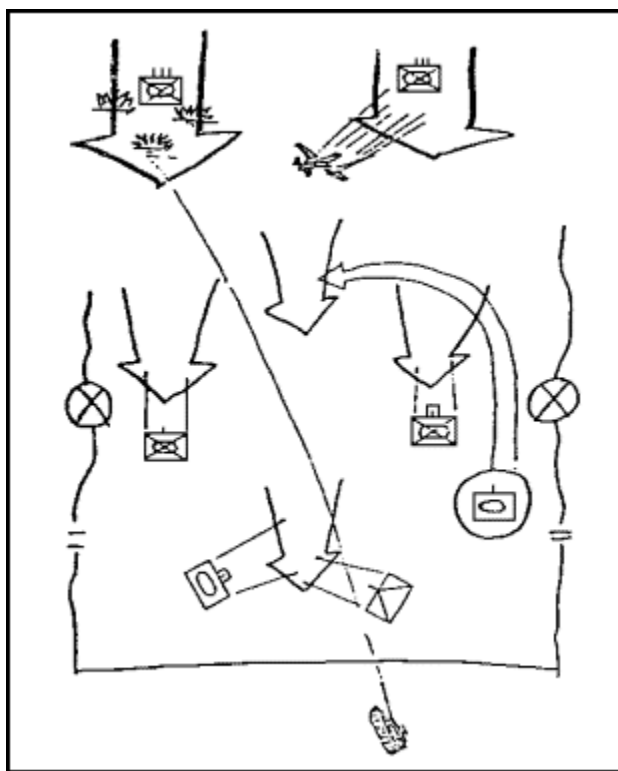
Depth is the extension of operations in space, time, and resources. The commander must understand how he and the enemy fit into the deep battle, the close-in battle, and the rear battle (refer back to the AirLand battlefield in [Figure 1-1](#)). In tactical actions, commanders fight the enemy throughout the depth of their positions with fires and attacks on the enemy's flanks, rear, and support echelons. Commanders always take advantage of periods of limited visibility. Depth in offensive actions is obtained by attacking command, control, and communications (C3); combat, combat support (CS); and combat service support (CSS) elements in the enemy's rear. Depth in defensive actions is obtained by attacking the enemy throughout his entire formation to delay, disrupt, and finally destroy him. Tactically, reserves are kept to allow maximum opportunity to regain the initiative, maintain the capability for freedom of action, and have the ability to capitalize on unexpected situations. At the task force level, this is translated into action by:

- (1) Shaping the battlefield in depth to "string-out" enemy formations and break up his mutual support.
- (2) Employment of a reserve whenever possible both to give depth to the task force position and to provide the commander with a force with which to counterattack and destroy the enemy force. Reserves are normally generated in accordance with the brigade commander's plan and intent, and whether or not forces have been pulled away from the task force.
- (3) Being prepared to attack the enemy beyond the FEBA when the opportunity presents itself, either by maneuver or by fires only.
- (4) Combat support and combat service support assets are positioned to support the plan and to provide flexibility of action.
- (5) [Figure 1-3](#) shows the linear battlefield with the enemy attacking with mutual support and echelonment to exploit success and maintain the initiative. [Figure 1-4](#) shows how the commander fights a non-linear battle in depth to "string-out" the enemy, break up his mutual support, and seize the initiative. This means that combat can be routinely expected throughout the depth of a task force's sector, and the commander and his staff must plan and organize accordingly.



**Figure 1-3. Linear Battlefield.**





**Figure 1-4. "Stringing-out" the Enemy.**

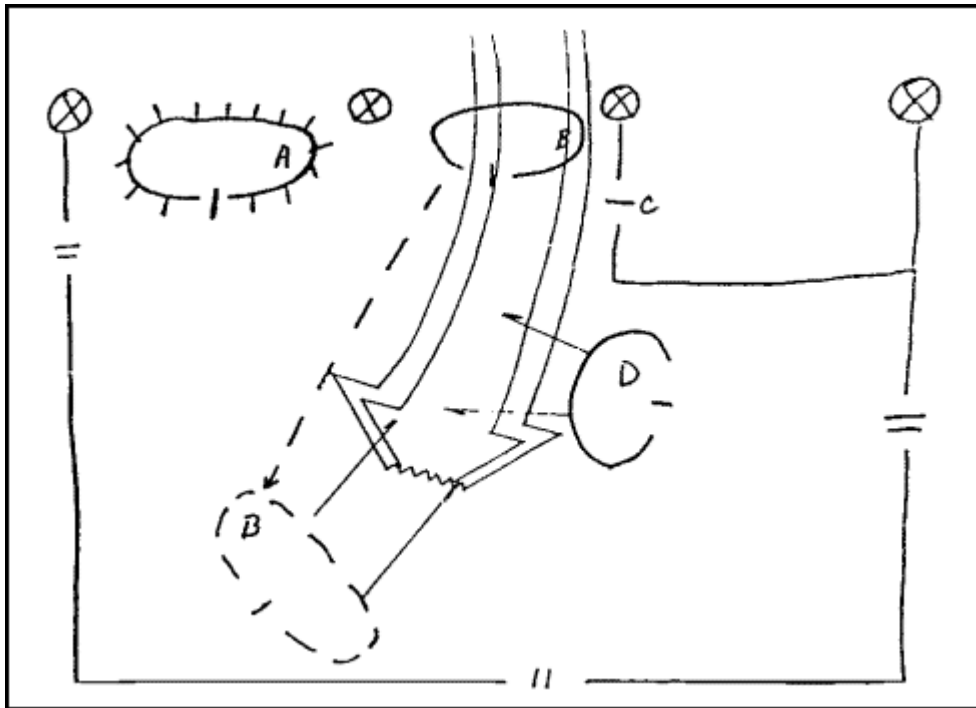
Agility is the ability of friendly forces to act faster than the enemy. It requires leaders to adapt quickly to changing situations and to act without hesitation. Agility involves the mental, command and control, and organizational ability to shift rapidly to take advantage of the situation, terrain, and weather to destroy the enemy. Command and control must allow the on-the-ground tactical commander to be flexible. The leader's flexibility must be adaptable to different situations and innovative when necessary and allow him to react when an opportunity presents itself. Mobility, flexibility of task organization, and speed of decision allow the commander to cause the enemy to react and force the enemy to do what the commander wants, thus setting the terms of the battle. At the task force level, this means:

- (1) The command group positions well forward in fighting vehicles to see the battlefield, recognize opportunity, and rapidly seize the initiative.
- (2) Use of IPB by the commander and subordinates to allow quick understanding of enemy intent and rapid reaction by the task force.
- (3) Precise and accurate reporting by subordinates specifically sited on the battlefield to look for the critical events established by IPB.
- (4) Reliance on SOPs and drills to shorten reaction time.

Synchronization encompasses the application of available combat power and noncombat power. They are coordinated in space and time to destroy the enemy's center of gravity and to accomplish tactical objectives. Synchronization translates into teamwork, coordination of effort, and an understanding and employment of the combined arms team to defeat the enemy. It is a unity of effort, a unity of understanding, and a unity of spirit. It means having the necessary men and equipment at the decisive

place and time to exploit the enemy's vulnerabilities. All available combat potential is focused to support the main effort. This coordination of effort extends from the maneuver plan to the integration of combat support and combat service support assets to ensure mission accomplishment. All elements must understand the mission and intent, and all efforts must be expended to ensure its accomplishment. At the task force level, this means:

- (1) Employ the tanks, Bradleys, infantry, engineers, attack helicopters, and artillery available to take advantage of what each element does best, focusing the entire capability of the task force on the enemy. The effect of a well-thought-out task organization of the task force is to enhance synchronization. The task force commander must think through his task organization to ensure the optimum application of the advantages of the weapons systems available to him.
- (2) Formulating orders which are succinct, yet clearly describe the mission, intent, and the coordination of all assets.
- (3) Locating the task force XO at the TOC during conduct of the battle to function as the 2IC and assist the commander by ensuring CS and CSS assets are fully coordinated to support the commander's intent.
- (4) Use of SOP's to rapidly employ assets without lengthy explanations and orders.
- (5) It is the task force commander who fights the battalion. He is both the cement that binds together the actions of the task force and the catalyst who causes things to happen. He is vitally concerned that all aspects of combat, combat support, and combat service support are synchronized to achieve the desired result. He does this during the battle by being well forward in a fighting vehicle in a position where he can see the battlefield and rapidly seize tactical opportunities.
- (6) Synchronization is applied in more ways than task organizing and issuing orders. It is also manifested in the combination of techniques the commander employs to defeat the enemy. Synchronization in the defense ([Figure 1-5](#)) is illustrated here by using three different defensive techniques which are tied to shaping the battlefield and each contributing to the defeat of the enemy. The commander does this after careful consideration of what he wants to cause to happen to the enemy - his intent.



**Figure 1-5. Synchronization in the Defense.**

(7) Synchronization of all available combat and combat support elements to create the hammer and anvil affect.

- Air Force - attack deep to disrupt.
- Engineers - shape the battlefield.
- Mechanized Infantry - fix the enemy. ANVIL
- Artillery - fix the enemy.
- Tanks/Bradleys - counterattack. HAMMER
- Logistics - support to ensure success.

#### 4. Imperatives of AirLand Battle.

Planning and fighting to maximize the unit's combat power requires a skillful tactician. As an aid to planning and fighting, the unit commander must understand the ten combat imperatives. Each imperative is the interaction of several principles of war. These imperatives embody principles that are so important that failure to implement them may lead to defeat. The combat imperatives are designed to help the commander. The combat imperatives are:

- Ensure unity of effort.
- Anticipate events on the battlefield.
- Concentrate combat power against enemy vulnerabilities.
- Designate, sustain, and shift the main effort.
- Press the fight.
- Move fast, strike hard, and finish rapidly.
- Use terrain and weather.
- Conserve strength for decisive action.

- Combine arms and sister services to complement and reinforce.
- Understand the effects of battle on soldiers, units, and leaders.

Each of the ten combat imperatives will be discussed separately.

Ensure Unity of Effort. Unity of effort is attained through effective leadership and command and control. The commander's leadership and the task force's command and control system operate in a dynamic and complex environment that commanders and leaders must understand. Unity of effort requires leaders to provide purpose, direction, and motivation while limiting the effects of friction. Leaders set the example, ensure that subordinates understand their intent, take decisive actions, and accept risks. Drills and SOP's must be rehearsed and understood. Missions must be clear and concise. Plans must be simple. A main effort must always be designated. The soldiers and leaders of a unit and its supporting elements must function as a team under the extreme stress of battle. Thus, to achieve unit of effort, the unit commander must:

- (1) Focus the total capability of the force on the enemy simultaneously through fire and/or movement.
- (2) Understand the intent of his higher commander and make sure his plan accomplishes that intent.
- (3) Provide a clear statement of the mission and make sure subordinates understand his intent.
- (4) Motivate his subordinate leaders and men. Soldiers fighting the battle must react quickly, do what is expected, and be convinced that they can win.
- (5) Implement a flexible style of command and issue mission-type orders. The chaos of battle will not allow the commander to be everywhere. He must make sure that subordinates understand what he wants to achieve. Then he must give subordinates the flexibility to deviate from assigned tasks during the course of the battle if they see an opportunity to achieve his aims more quickly or decisively. The enemy will behave unpredictably and make mistakes. The unit must be able to take advantage of those mistakes when they occur.
- (6) Gather timely and accurate information. It is essential for the commander to see the battlefield, and the enemy, as well as to see terrain in depth -- that is, beyond the immediate fighting in both time and space. His leaders and staff must know what information is required, at what time, how much, and to whom it should be delivered. This information flow allows leaders to know what is going on.
- (7) Make timely decisions. The battalion commander's command and control process must operate faster than the enemy's. This allows the commander to gain and retain the initiative. He must rapidly find out what is going on, decide what to do, issue instructions, and stay abreast of developments to see if his decisions have the desired effect. He must operate through fragmentary orders and rely on redundant communications means.

Anticipate Events on the Battlefield. The commander must anticipate the enemy's actions and reactions and must be able to foresee how operations may develop. He must know the enemy, know his unit's capabilities, anticipate what is possible and prepare for it. He must sense the flow of the battle and be

able to react accordingly. Anticipation and foresight are critical to turning inside the enemy's decision cycle and maintaining the initiative.

Concentrate Combat Power Against Enemy Vulnerabilities. Commanders must seek out the enemy where he is most vulnerable. Your strength may simply be your readiness for combat while the enemy is unprepared. It may be the use of a technical advantage or simply the ability to surprise the enemy. Commanders must study the enemy, learn his strengths and weaknesses, and know how to create new vulnerabilities which can be exploited to decisive effect. Combat power must be concentrated to reach points of enemy vulnerability quickly without loss of synchronization. Most importantly, the commander must avoid meeting the enemy's strength head-on if it is possible to exploit a weakness in the enemy's tactics, dispositions, or equipment.

Designate, Sustain, and Shift the Main Effort. It is imperative that commanders designate, sustain, and shift the main effort as necessary during operations. Once the commander has made his intent known, he must work hard to direct all efforts toward that goal. The main effort is delegated to the unit with the most important task to accomplish within the commander's concept. The commander concentrates his mobility, firepower, shock effect, deception efforts, and close-in fighting to overwhelm and destroy the enemy. One company is given responsibility for making the main effort and is given priority of support. If conditions change and success of the overall mission can be obtained more cheaply or quickly another way, the commander should shift his main effort to another force. Although the main effort may change during battle, there should always be a main effort. It is essential that the main effort not be wasted and that the CSS system strive to keep the effort supplied for continuous fighting.

Press the Fight. Commanders must press the fight aggressively. Battles are won by the force that is successful in pressing its main effort to conclusion. Knowledge of the enemy and his unit's capabilities enables the commander to extract the most from his unit before exceeding the culminating point. Forces must be physically and mentally capable of extended and continuous operations. The CSS system, like the maneuver system, must be agile, responsive, and motivated to achieve the commander's intent. Like the combat leader, the CSS leader must anticipate requirements. CSS leaders are responsible not only for the maintenance of their weapons and equipment but also for the morale and motivation of their men. During combat, synchronization of effort must be maintained; it cannot be degraded by unnecessary movement or random change of the main effort. Leaders must accept risks and press soldiers and systems to the limits of endurance for as long as necessary.

Move Fast, Strike Hard, and Finish Rapidly. Light infantry has greater mobility than motorized or armored forces in close and restrictive terrain. This allows them to move quickly from position to position to attack the enemy from the flank and rear. Engagements are characterized by brief, violent action and maximum surprise. Light infantry destroys the enemy before he can recover from surprise and react. Engagements must be fought with the intent to win. Only through controlled violence, aggressive execution, and a mind-set to finish quickly can the task force win.

Use Terrain and Weather. Reconnaissance and intelligence collection give the commander a decisive edge in anticipating and overcoming difficulties with terrain and weather. The commander must use both to his advantage. Rough terrain and foul weather can be useful, and commanders should not view adverse weather or restrictive terrain as a hindrance. When used effectively, restrictive terrain and

limited visibility can be an asset. Both can be used to help achieve surprise and confuse the enemy. In defense, limited visibility allows security when maneuvering to conduct counterattacks or engage an enemy flank. Terrain and weather are combat multipliers, and commanders must recognize and use the structure inherent in any area of operations.

Conserve Strength for Decisive Action. Commanders must conserve the strength of their forces to be stronger at a decisive time and place, especially where the effects of soldier load and physical strain are visible. Commanders must keep troops secure, protected, healthy, disciplined, and in a high state of morale. Units must be maintained in a high state of training. Protection of your troops involves common sense measures to increase survivability by insuring security, keeping troops healthy and equipment ready, and sustaining discipline and morale. In a nuclear environment, commanders must disperse their units to preclude them from becoming a lucrative nuclear target. They must then be able to mass at the critical time and place, and again disperse.

Combine Arms and Sister Services to Complement and Reinforce. Combat power results when arms and services complement and reinforce each other. This combination poses a dilemma for the enemy. As he evades the effects of one weapon, arm, or service, he exposes himself to attack by another. Effectiveness can be increased in a variety of ways, such as integrating engineer-sappers in the battalion task organization to assist in preparing obstacles, survivability positions, and breaching obstacles.

Understand the Effects of Battle on Soldiers, Units, and Leaders. Commanders and their staffs must understand the effects of battle on soldiers, units, and leaders because war is fundamentally a contest of wills, fought by men not machines. Leaders must be alert for indicators of fatigue, fear, loss of discipline, and reduced morale. They must take measures to deal with these before the cumulative effects drive a unit to the threshold of collapse. Well-trained, physically fit soldiers in well-led, cohesive units remain aggressive in combat situations.

## 5. Combat Power.

The unit commander fights with all the resources assigned, attached, under operational control (OPCON), or in support of his unit. His overall capacity in battle is termed combat power which is the total of measurable and immeasurable factors. It includes not only the number of weapons systems and men, but the unit's state of training, cohesion, discipline, and morale, and the tenacity and boldness of the unit's leaders and men. Thus, there is no strict mathematical formula for combat power.

The right combination of the elements of combat power within a sound operational plan will turn combat potential into actual combat power. The elements of combat power are:

- Maneuver.
- Firepower.
- Protection.
- Leadership.

Maneuver is the essence of combat operations. Combat units must maneuver to win. Using their mobility, survivability, and shoot-on-the-move capability, combined arms units maneuver to close with and destroy the enemy by fire and shock effect. Unit commanders boldly maneuver their fires and

forces at the critical times and places to attack enemy weaknesses, gain favorable positioning, and exploit success.

Firepower is the intelligent use of direct and indirect fires (field artillery, mortars, and close air support), as well as other combat multipliers (air defense artillery [ADA], electronic warfare [EW], attack helicopters, and engineers) to support the scheme of maneuver. To be effective firepower must be distributed and controlled at the critical time and place. Soldiers should not be committed when effective firepower can accomplish the mission.

Protection is all measures that increase survivability and complement the scheme of maneuver. These include operations security, use of terrain and movement techniques, dispersion, and camouflage. Protection also includes taking care of soldiers, maintaining equipment, and obtaining and accounting for supplies.

Leadership is the ingredient that produces the most combat power from a unit. Confident, competent leaders at all levels are necessary to train, discipline, and motivate their units to achieve superior combat power. Leaders must set the example in all areas and lead their units from the front in battle.

## PART B - LIGHT INFANTRY BATTALION

### 1. Light Infantry Battalion Organization.

The light infantry battalion is composed primarily of footmobile fighters, who are organized, equipped, and trained to conduct effective combat actions against light enemy forces. Under the concepts of AirLand Battle doctrine, the battalion is organized to have utility at all levels of intensity and is capable of mission accomplishment under all environmental conditions. Battalions are fully prepared to engage in small-unit independent operations at considerable distances from command and control headquarters. The complexity of the AirLand battlefield represents significant organizational and operational challenges to the commander. A thorough knowledge of the capabilities and limitations of the light infantry battalion is imperative so that the commander can maximize the effects that this organization produces.

### 2. Battalion Capabilities, Limitations, Vulnerabilities, and Structure.

#### Capabilities.

The division's close combat maneuver force is the light infantry battalion. The thrust of the maneuver force design was toward a very light, extremely deployable organization that responds quickly to situations anywhere in the world. This unit is capable of conducting the full range of infantry missions, in all types of terrain and climatic conditions, against enemy light forces. It can operate against enemy heavy forces in close terrain where the advantages of enemy armor and vehicular mobility are diminished. The battalion has a high density of night observation devices and weapon sights to optimize its ability to fight under limited visibility conditions.

Light infantry battalions, primarily composed of footmobile fighters with lightweight weapon systems, are rapidly deployable and easily sustained by an austere support structure. Their training capitalizes on

fighting in rough, restrictive terrain such as dense forests, jungles, mountains, and urban areas. Light infantry battalions can:

- Conduct offensive and defensive operations, especially at night, in all types of environments. (Night operations are the forte of the light infantry.)
- Conduct independent small-unit operations.
- Command and control widely dispersed organic forces as well as augmenting forces down to platoon level.
- Conduct air assault operations.
- Conduct rear area operations.
- Participate in amphibious operations.
- Operate in conjunction with heavy forces.
- Conduct military operations on urban terrain (MOUT).
- Participate in peacekeeping operations.

#### Limitations.

The light infantry battalion by its austere nature has several employment limitations. Its tactical mobility is constrained by its limited organic vehicles and the limited aircraft and ground transport systems in the division. Designed to maximize the combat to support ratio, there is very little redundancy in the light infantry battalion. This will require cross training in several low-density military specialties. When deployed into a hostile environment, the battalion will normally require local air superiority and naval gunfire if available.

#### Vulnerabilities.

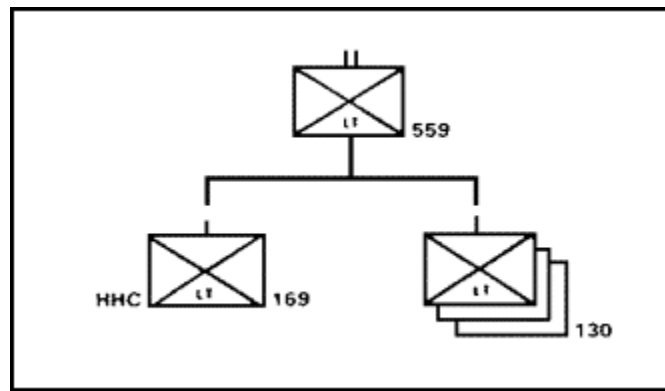
The structure and organization of light infantry battalions makes them vulnerable to:

- Nuclear, biological, chemical (NBC) attacks. Contamination avoidance is the highest priority NBC defense task.
- Attack by heavy forces.
- Attack by indirect fire.
- Air attacks. It will be essential for units to be technically proficient in small-arms air defense and passive protective measures as air defense artillery (ADA) assets will be limited.

#### Structure.

The light infantry battalion is organized to provide command, control, CS, and CSS for three rifle companies. It consists of a headquarters and headquarters company (HHC) and three rifle companies ([Figure 1-6](#)).

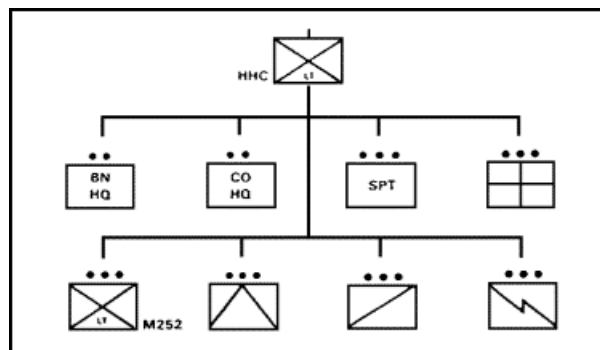




**Figure 1-6. Light Infantry Battalion.**

### 3. Headquarters and Headquarters Company.

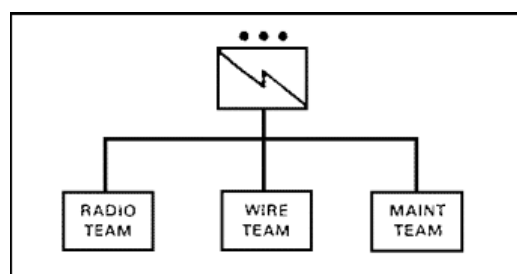
The Headquarters and Headquarters Company (HHC) is shown in [Figure 1-7](#). HHC contains the combat support and combat service support elements for the battalion.



**Figure 1-7. Headquarters and Headquarters Company.**

The command section of the HHC, called battalion headquarters, consists of the battalion commander, battalion executive officer, command sergeant major, and the battalion staff. Specific duties and responsibilities of the personnel in the battalion headquarters will be discussed later in this part of the lesson.

The battalion headquarters also includes the communications platoon ([Figure 1-8](#)). This platoon installs, operates, and maintains FM (secure voice) battalion internal wire system, and retrans for the command group.



**Figure 1-8. Communications Platoon.**

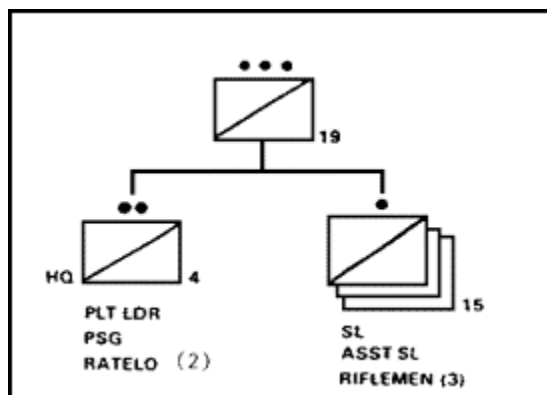
#### 4. Combat Support.

Combat support elements within the HHC include the scout, mortar, and antiarmor platoons. Each of these platoons will be discussed separately.

##### Scout Platoon.

The scout platoon ([Figure 1-9](#)), the "eyes and ears" of the battalion commander, is assigned missions by the battalion operations officer with input from the battalion S2. Scout platoon missions include the following:

- Conduct zone and area reconnaissance (recon).
- Conduct screening missions.
- Guide quartering party elements.
- Conduct counter-reconnaissance (as a last resort).
- Establish observation posts.
- Perform forward observer missions (a secondary role as part of other scout missions).
- Conduct liaison.



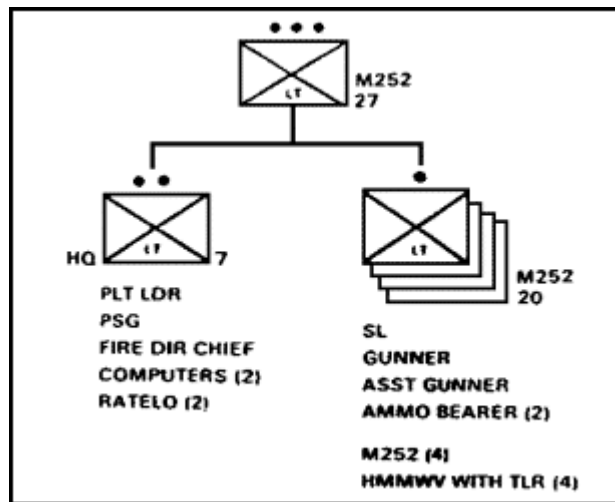
**Figure 1-9. Scout Platoon Organization.**

The scout platoon is an extremely light and footmobile element. Scouts possess no crew-served weapons. Their mission is to gather intelligence and perform limited security. Scouts will avoid enemy contact and only engage enemy forces in self-defense.

The scout platoon normally operates two to eight kilometers from the battalion. The small size and footmobility of the scout platoon dictates that they concentrate on the most likely enemy avenues of approach in the defense. The scout platoon also performs reconnaissance missions to obtain information about the enemy.

##### Mortar Platoon.

The battalion mortar platoon consists of four 81-mm mortars, M252 transported on HMMWVs. Their mission is to provide close and immediate fire support to the maneuver units. The mortar platoon organization is shown in [Figure 1-10](#).



**Figure 1-10. 81-mm Mortar Platoon Organization.**

**Employment.** The Battalion commander employs the mortar platoon based on the estimate of the situation and his mission, enemy, terrain, and troops and time available (METT-T) analysis. He has three options when considering how to employ the battalion mortar platoon; by platoon, section, or squad.

1. **Platoon.** Under this employment option, the platoon operates from one or two firing positions and fires as one unit (all mortars on each target) under the control of the platoon leader.
2. **Section.** Section employment places each section as a separate firing unit. A section normally consists of two mortars. The mortar platoon is normally employed by section to cover wider frontages. Each section is positioned so it can provide fires within the area of responsibility of the supported maneuver element. Depending on range to target and separation of sections, more than one section may be able to mass fires on the same target. When employed by section, each section has a fire direction center (FDC) and operates on the mortar fire direction net.
3. **Squad.** Squad employment places one or more mortar squad(s) on the battlefield as separate firing units. This is usually done to support special requirements, such as:
  - One-mortar illumination mission(s).
  - Roving mortar adjusting technique.
  - Antiarmor ambush support.

Ordinarily, a mortar platoon employed by squads is the least desirable method of employment. However, this method can be used to cover a large front, or during rear battle operations to provide security for critical installations. If the platoon is employed by squads, each squad is attached to the supported maneuver element. The attached squads normally operate on a radio net of the supported unit or as directed by the supported unit commander. Forward observers request fires from a designated squad using that squad's call sign.

Operational techniques. During all operations, the fire support officer (FSO), in coordination with the battalion S3, must assess the methods of fire support that provide:

- Immediate suppression at key location(s).
- Accurate first round fires.
- Deceptions as to scheme of maneuver.
- Minimum expenditure of ammunition.
- Massing of fires.
- Flexibility.

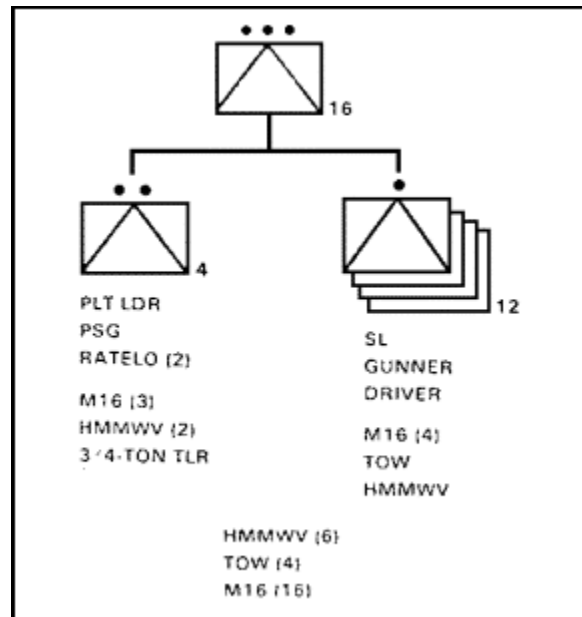
To do this, they must decide on the advantages and disadvantages of final protective fires (FPF), priority targets, and preplanned (not registered) targets.

Support and command relationships. Support and command relationships are means by which the commander can designate priorities for mortar fires or establish command relationships. Previously mortars and other battalion organic assets were given missions of direct or general support. Because mortars are organic to the battalion, the assignment of such missions is not necessary. However, the commander must be able to clearly establish priorities and command relationships as required.

1. Support. The commander may specify support by assigning priority of fires or priority targets to a subordinate unit.
  - Priority of fires allows the commander to maintain control of his organic mortars, but it establishes who they will support first.
  - Priority targets are ones on which the delivery of fires takes precedence over all the fires for the designated firing unit (element). The commander gives his fire support coordinator specific guidance as to when targets become priority targets and when they are no longer priority targets. He also includes the desired effects-on-target and any special ammunition to be used.
2. Command relationships. There may be situations when the mortar platoon cannot support all of the battalion while remaining under battalion control. This situation may occur when a maneuver unit is given a mission that separates it from its parent unit. In those situations, a platoon or a section may be placed under operational control or attached to the supported unit.
  - Operational control (OPCON) gives a commander the authority to direct forces provided him to accomplish specific missions, usually limited by function, time or location. The commander controls the tactical employment, movement, and missions of the mortars. He is not responsible for logistical or administrative support of the mortar platoon.
  - Attachment is a temporary relationship that gives the commander receiving the attachment the same degree of command and control as he has over units organic to his command. The commander selects the general location of the attached mortar element and controls its deployment as well as its fires. He is also responsible for logistical support and security of the mortars. Attachment is appropriate when units are assigned independent missions.

### Antiarmor Platoon.

This platoon consists of four tube-launched, optically tracked, wire-guided (TOW) weapon systems mounted on HMMWV vehicles with two additional HMMWVs used for command and control. The platoon is designed to operate as two sections with each section consisting of two TOW vehicles and a command and control vehicle. The antiarmor platoon organization is shown in [Figure 1-11](#).



**Figure 1-11. Antiarmor Platoon Organization.**

Support and command relationships. Because antiarmor assets are critical within the battalion, the battalion commander should specify the command relationship and general location of the antiarmor sections. Command relationship is normally one of the following:

- Attachment. During attachment, the commander receiving the antiarmor section or platoon is responsible for its administrative and logistical requirements as well as its tactical employment. The major advantage is that it provides immediate response to the commander's needs and desires.
- Operational control. When the antiarmor unit is placed under OPCON, the receiving commander assigns tasks, designates objectives, and directs other operational controls to accomplish the mission. The major advantage is the immediate response to the commander's needs and desires without the burden of logistical support.
- Direct support. TOW sections will not normally be assigned a direct support mission to a company. They will either be attached or under OPCON to a rifle company.
- General support. In general support, the antiarmor platoon leader is responsible for both tactical employment and administrative and logistical support of his platoon. The major disadvantage is the degree of coordination necessary to ensure that all units are "tied in" with one another. On the other hand, the general support mission leaves a battalion with all antitank (AT) assets

immediately available to influence the action. It also removes a logistical burden from the rifle company commander.

Command and control. Command and control (C2) is a complex issue that may be misunderstood sometimes under strict adherence to command relationships. While TOW platoon headquarters must be responsive to their controlling headquarters, as defined by the command relationship in the classic sense, each armored kill zone (AKZ) commander must ultimately have control of all weapon systems that fire into his AKZ. Also, the AKZ commander must coordinate with the engineers to emplace obstacles to enhance the effectiveness of his weapon systems. Each obstacle that is emplaced must be covered by fire and constantly observed. The commander effectively controls fires by using sectors of fire, target reference points (TRPs), phase lines, engagement priorities, and established fire commands. Although controlling headquarters may at any time relocate TOW assets, ultimately, the AKZ commander controls these fires. The sector commander has authority to shift systems among AKZs within his sector, the battalion commander has the authority to shift systems among units (sections) within the battalion defensive sector.

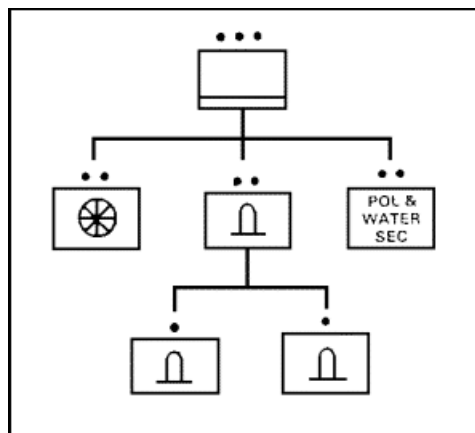
Site selection. There are many factors to consider when selecting TOW sites. Leaders will have to decide which considerations are the most important in any given situation. The battalion commander is responsible for making some of those decisions and providing guidance so that subordinate leaders may make similar decisions on TOW employment and positioning.

Coordination. Coordination with rifle companies for support is imperative since TOW sections have neither the personnel nor organic firepower to protect themselves against enemy dismounted infantry or air attack. Therefore, the section leader must ensure that he locates his positions where they are integrated with friendly infantry. He also must ensure that their defense is included in the overall indirect fire support plan.

## 5. Combat Service Support.

Combat service support (CSS) elements include the support and medical platoons.

The battalion support platoon ([Figure 1-12](#)) is the principal CSS organization in the battalion. It contains three sections— transportation; ammunition; and petroleum, oil, lubricants, and water.



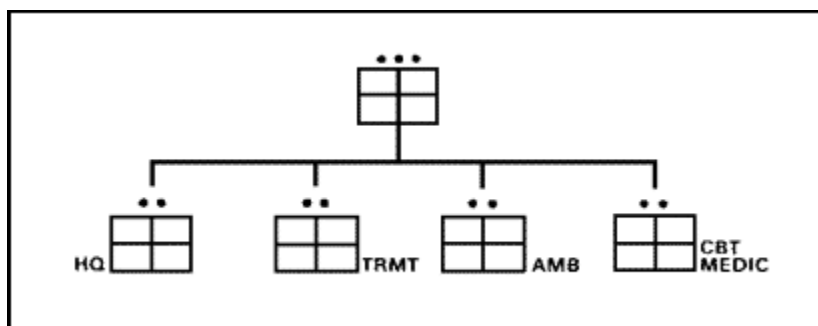
**Figure 1-12. Battalion Support Platoon.**

The support platoon transportation section provides an HMMWV and a trailer in direct support of each rifle company to carry the company's backup supply of rations and water, and the equipment not needed for the immediate mission. One other vehicle and trailer is used for the C2 of battalion logistics operations. This vehicle and trailer is also used to move supplies and equipment for headquarters company elements that do not have organic transports. The transportation section also includes 15 motorcycles for the battalion commander's use as necessary. Normal uses are for liaison, command and control, and reconnaissance. The motorcycles do not have assigned drivers.

The support platoon ammunition section transports the portion of the battalion's ammunition basic load that is not issued to the companies for deployment.

The support platoon petroleum and water section receives, stores, and issues bulk fuel, packaged petroleum, oil, lubricants (POL) products, and water.

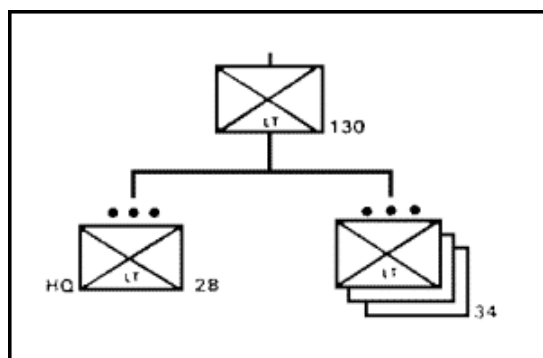
The battalion medical platoon ([Figure 1-13](#)) provides health service support. The treatment squad's two vehicles enable them to split operations with the battalion surgeon in charge of one team and the physician's assistant in charge of the other. The medics in the combat medic section are normally attached to the rifle platoons.



**Figure 1-13. Battalion Medical Platoon.**

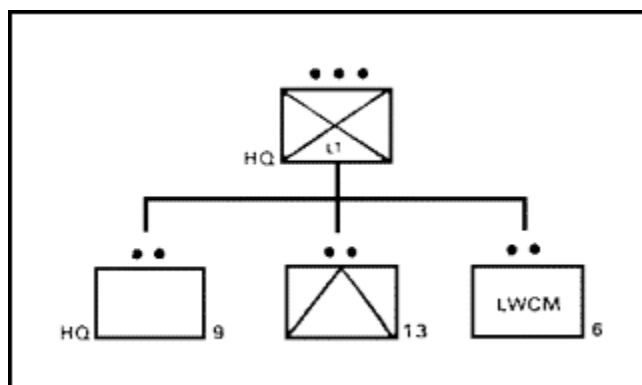
## 6. Rifle Companies.

The rifle company is the main combat element within the battalion. It receives its mission from the battalion commander, and it is capable of conducting missions on its own or as part of the battalion. The rifle company is extremely light and footmobile. It consists of a headquarters platoon and three rifle platoons ([Figure 1-14](#)).



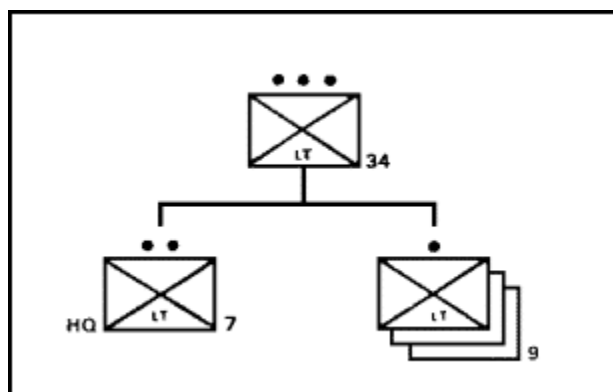
**Figure 1-14. Rifle Company Organization.**

The rifle company headquarters platoon ([Figure 1-15](#)) has a headquarters section and an antiarmor section. The medium antiarmor weapons (MAWs) are consolidated under the headquarters platoon. There are also two 60-mm mortars organic to the headquarters section.



**Figure 1-15. Headquarters Platoon.**

The rifle company rifle platoons ([Figure 1-16](#)) consist of three rifle squads, each containing nine men. The squad leader and two team leaders lead by example in a "Go where I go, shoot where I shoot" mode of operation. Two M60 machine guns are placed in the platoon headquarters. These weapons are the most potent, longest ranging systems organic to the platoon. They are controlled and positioned by the platoon leader.



**Figure 1-16. Rifle Platoon.**

Light infantry rifle companies will be discussed in greater detail later in this part of the lesson.

#### 7. Light Infantry Battalion Staff Organization.

In the battalion, the commander has a staff to assist him in the exercise of command; it consists of the personnel necessary to perform C2 and supporting functions. The commander cannot abdicate his command responsibilities to his staff - rather it is his job to achieve his goals through the intelligent use of the unique abilities of his staff and subordinate commanders. Functional responsibilities and interrelationships of staff elements must be clearly defined and made an SOP. Within functional elements of the staff, personnel are made responsible for accomplishing tasks assigned them, and for coordination of their work with other staff elements according to established procedures. Failure to observe this rule will lead to ambiguities in staff functioning and thus in command and control.



## 8. Battalion Staff Functions.

The staff exists to serve the commander. All members have common functions. These are to gather information, estimate, anticipate, inform, recommend, order, and supervise.

Staff sections must continuously collect, collate, analyze, and disseminate information gathered from all available resources. This information must be rapidly processed to provide the commander with data that is pertinent and in a usable form for decision making. It must be passed quickly among the staff and to units that need it, while at the same time ensuring that it is not disclosed to the enemy.

The estimating process is continuous and based on all available information. It considers all contingencies that may affect a planned course of action. Informal staff estimates are prepared to assist the commander in determining a proper course of action.

Estimates include anticipating how significant factors will affect the situation. The staff anticipates the commander's actions, the enemy's actions, and the flow of the battle. The staff, as a part of its normal process, anticipates events and the availability of resources, thus helping the commander to reduce reaction time when changes in the situation occur.

The staff informs the commander, other members of the staff, and the subordinate, adjacent, and higher headquarters. Information provided is timely and oriented to the needs of the recipient.

The staff makes recommendations to the commander as to policy, actions to be taken, and orders to be issued. These recommendations follow informal and timely staff coordination. The staff cues the commander when to change the mission, operating area, forces assigned, or priority of resources.

Staff officers have no command authority, but they act for the commander as he directs or delegates. The commander may delegate authority to the staff or to a specific staff officer to take final action on matters as established within command policy. The authority he delegates to individual staff officers varies with the level and the mission of the command, the immediacy of the mission, and the staff officer's area of interest. The commander may delegate authority to staff officers to issue plans and orders without his personal approval. Such decentralization of authority promotes efficiency, reduces reaction time, and streamlines operations. Although the commander authorizes staff officers to issue orders in his name, he retains responsibility for these orders. Staff officers must keep the commander informed of actions that affect the command and the tactical situation.

## 9. Battalion Headquarters.

The battalion headquarters consists of the commander, the executive officer, coordinating officers, special staff officers, personnel to support staff functions, and the command sergeant major. The headquarters is organized to allow for continuous operations in combat situations.

Battalion Commander. The battalion commander commands all elements of the battalion, including attachments. To use the combat power available in light infantry units, the commander must have a complete knowledge and understanding of combined arms operations. He must be capable of making timely decisions, taking the initiative, and willing to take risks. He provides subordinates with guidance for their operations, ensuring his intent is understood down to platoon level, and he allows them freedom of action in implementing his orders.

Executive Officer. The executive officer is second in command and the principal assistant to the battalion commander. His primary function is to direct and coordinate the staff. He transmits the commander's decision to staff sections and, in the name of the commander, to subordinate units when applicable. The executive officer keeps abreast of the current situation and future plans, and during the commander's absence, represents him and directs action in accordance with established policy. He is prepared to assume command at any time. During preparation, planning, and recovery phases, he coordinates CSS. During the battle, he is normally located in the tactical operations center (TOC). He follows the battle, keeps abreast of the situation, integrates CS and CSS into the overall plan, and plans for future combat operations.

Command Sergeant Major. The command sergeant major (CSM) is the senior noncommissioned officer (NCO) in the battalion. He is the commander's primary advisor concerning enlisted soldiers. He must understand the administrative, logistical, and operational functions of the battalion to which he is assigned. Since he is frequently the most experienced soldier in the battalion, his attention should be focused on operations and training, and how well the commander's decisions and policies are being carried out.

Headquarters Company Commander. The headquarters company commander is directly subordinate to the battalion commander. He is responsible for monitoring the training of the scout, mortar, and AT platoons. He is also responsible for administrative-logistics (admin-log) support for all headquarters personnel and headquarters management.

#### 10. Coordinating Staff.

The coordinating staff consists of an S1, S2, S3, S4, and S5 (when authorized). They assist the commander in the exercise of command by reducing the demands on the commander's time. They assist him by providing information; making estimates and recommendations; preparing plans and orders; and supervising the execution of orders issued by, or in the name of, the commander.

S1 (Adjutant). The S1 has unit staff responsibility for personnel and administrative functions, to include maintenance of unit strength; compiling personnel estimates and coordinating with the S3 on assigning replacements; and development of morale activities to include religious activities, casualty reporting, decorations and awards, and recreational services. In the field, the S1 normally acts as the assistant officer in charge (OIC) of the admin-log center in the combat trains.

S2 (Intelligence Officer). The S2 has staff responsibility for integrating data collection from internal and external agencies. He is responsible for the intelligence preparation of the battlefield and the intelligence estimate. The S2, in coordination with the S3, is responsible for preparing and executing reconnaissance and surveillance plans, and he ensures the commander receives pertinent combat information in a timely manner.

S3 (Operations and Training Officer). The S3 is the principal staff officer for the commander in matters concerning operations, plans, organization, and training. His duties require close coordination with other staff members. In addition to operational requirements, the S3 exercises staff supervision of the TOC. He is responsible for coordinating all aspects of maneuver with support (fires, electronic warfare, and obstacles). He is responsible for all aspects of combat orders.

S4 (Logistics Officer). The battalion S4 has staff responsibility for logistics (supply, transport, and maintenance services). He supervises all logistical elements in the battalion, both organic and nonorganic. He formulates logistical policy by planning, coordinating, and supervising. He is responsible for coordinating all aspects of paragraph 4 of the operation order. Normally, the S4 is in charge of the admin-log center in the combat trains, and is responsible for the arrangement, security, movement, and support of the combat trains.

S5 (Civil Affairs Officer). Although not normally assigned to the battalion, there are times when the battalion will be augmented with an S5. He would have staff responsibility for all matters pertaining to the civilian impact on battalion operations. He is also responsible for those actions impacting on the relationships between the battalion and civil authorities and the people in the battalion area. He coordinates the civil-military operation for the battalion and is an invaluable link to the assets of the host nation.

#### 11. Special Staff Officers.

Special staff members are officers who possess special or technical skills. Leaders of elements supporting the battalion act as special staff to the commander directly or through the coordinating staff.

Signal Officer/Platoon Leader. The battalion signal officer leads the communications platoon. He coordinates and exercises technical supervision over the employment of communication systems and equipment and the training and activities of battalion communications personnel. He normally works out of the TOC under control of the S3.

Tactical Intelligence Officer. This officer works under the supervision of the S2 and is part of the two-man battalion information coordination center (BICC). The BICC's primary responsibility is to effectively manage the unit intelligence collecting, processing, and disseminating effort for the S2. The BICC normally operates in the TOC.

Assistant S3. The assistant S3 assumes the duties of the S3 when necessary. As a member of the Army air-ground system, he coordinates the employment of close air support (CAS) with the fire support coordinator (FSCOORD), the tactical air control party (TACP), the forward air controller (FAC), as well as the air defense section leader. He is located in the TOC during operations.

Assistant S3 (Chemical Officer). The chemical officer has staff responsibilities for NBC operations and training. He is located in the TOC during operations.

Liaison NCO. Liaison NCOs represent their commanders at other headquarters. Through personal contact, they promote cooperation and coordination and facilitate the exchange of essential information.

Battalion Chaplain. The battalion chaplain works in coordination with the battalion S1. The battalion chaplain's mission as special staff is to provide the battalion commander with an in-depth view of the battalion's esprit de corps and spiritual well-being and morale, as well as to provide religious services and other personal counseling to the soldier.

Battalion Surgeon. The battalion surgeon is the medical advisor to the battalion commander and his staff. He also serves as the medical platoon leader and is the supervising physician (operational

medicine officer) of the treatment squad. This officer is responsible for all medical treatment provided by the platoon.

Physician's Assistant. This warrant officer performs general health care and administrative duties. The physician's assistant is ATLS (advanced trauma life support) qualified and works under the clinical supervision of the medical officer.

Fire Support Officer (FSO). The FSO is from the field artillery (FA) battalion in direct support of the brigade. He coordinates all fire support for battalion task force operations. The FSO is a member of the command group, and he stays with the commander during the battle. He is responsible for coordinating the support of other services (Air Force, Navy, and Marine Corps) into the fires support plan.

Air Liaison Officer (ALO). The ALO is a United States Air Force (USAF) officer responsible for coordination and employment of Air Force assets in support of the battalion. He is located with the commander in the command group.

Engineers. If an engineer element is in support, the leader also acts as a special staff officer advising the commander on employment of engineer assets. He is located at the TOC during the planning process. During the battle, the engineer unit provides an engineer representative (with radio) at the TOC to coordinate the engineer effort with the tactical plan. The engineer leader is responsible for maintaining constant communications with the battalion.

Miscellaneous. Psychological operations units and civil affairs or liaison personnel may work directly with the battalion. Their activities will assist in coordinating civil-military activities in the area with the tactical unit. Liaison officers are also the links that tie together adjacent or other units within the battalion's area of operations.

## 12. Augmentation of the Battalion.

Light infantry units may be augmented with additional combat, CS, or CSS to accomplish specific missions. Augmenting units may be attached in direct support or under operational control, depending upon the situation. Augmenting force leaders must understand the C2 relationship between the battalion/brigade and themselves. This relationship is specified in the operation order. Communications must be established between the augmenting unit and the battalion/brigade.

In light infantry where combat multipliers are needed to support the main effort, specific units are designated before the tactical operation to meet anticipated combat requirements. The nature of the enemy, operational environment, duration of the operation, and ability to sustain augmenting units are considered when selecting these forces. Whenever the augmenting force cannot be sustained by the support elements organic to the division, they must come with their own support structure. Some common augmenting forces are as follows:

### Combat.

- Armor.
- Mechanized infantry.
- Antiarmor battalion (separate).
- Aviation.

### Combat Support.

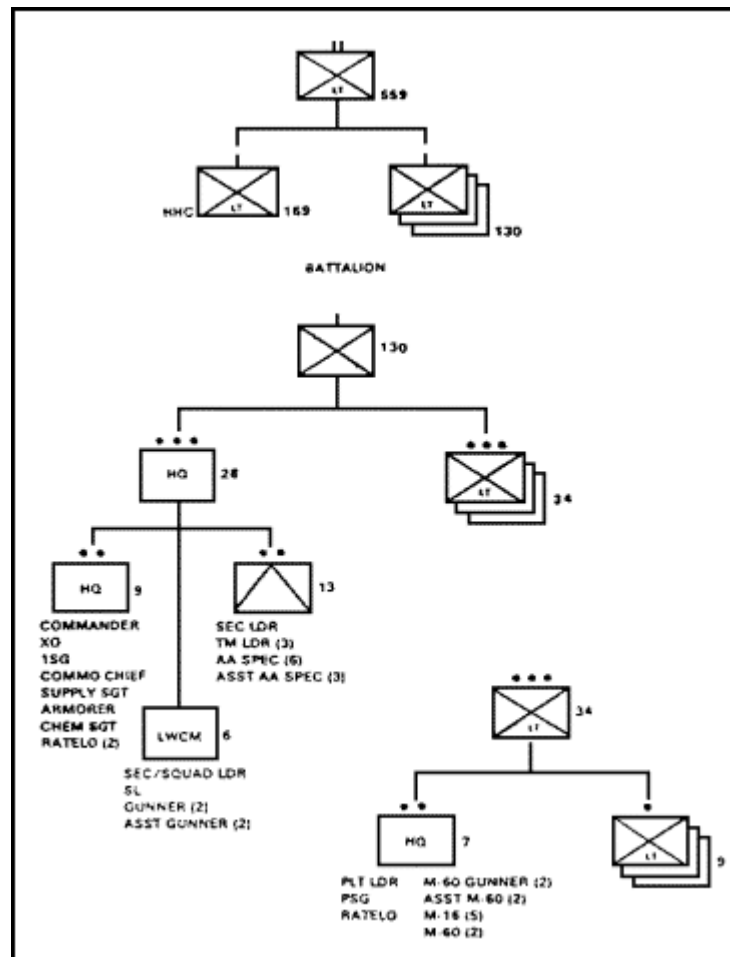
- Artillery.
- Engineer.
- Military police.
- Aviation.
- Air Defense.
- Military intelligence.
- Chemical.
- Signal.

### Combat Service Support.

- Civil affairs.
- Psychological operations.
- Administrative.
- Supply.
- Transportation.
- Medical.
- Maintenance.

### 13. Light Infantry Rifle Company Organization and Capabilities.

The rifle company fights as a part of the light infantry battalion. The battalion fights as a single element, or it assigns separate but coordinated missions to its companies and platoons. Companies fight as a single element, or they assign coordinated missions to subordinate platoons and squads. The battalion commander and staff support the company on a mission basis with TOW antiarmor fires, 81-mm mortar fires, and reconnaissance from the scout platoon. Medical support, supply and transportation support, and communications support are provided by the battalion medical platoon, support platoon, and communications (commo) platoon. The battalion and company organizations are shown in [Figure 1-17](#).



**Figure 1-17. Battalion and Company Organizations.**

A rifle company consists of a headquarters platoon and three rifle platoons. It has a high leader-to-led ratio and minimum combat service support (CSS) assets. There are no vehicles in the rifle company. The company accomplishes assigned missions by integrating the fire and movement of the rifle platoons with organic and nonorganic combat support (CS) and CSS to destroy the enemy. Its normal method of operation is to use decentralized small-unit tactics.

Light infantry tactics are designed to combine the dynamics of combat power in order to capitalize on strengths and compensate for weaknesses. In this way, the effect on the enemy is greater than the mere sum of its parts.

Light infantry strengths include the ability to move in restricted terrain; infiltrate through or around the enemy unobserved; employ accurate, intense, small arms fire for short durations; use the environment to protect the force from enemy fire and maneuver; and withstand the extremes of weather and terrain. It is the most strategically mobile of U.S. ground forces.

Light infantry weaknesses are as follows:

- In terrain favorable to vehicular movement, it is not as mobile as mounted forces.
- Against some enemies, it may not have sufficient density of artillery or antiarmor weapons to sustain a high volume of fire for a prolonged period.

- It is vulnerable to all classes of fire, including CAS, once observed by the enemy.
- Due to a lack of NBC equipment or quick mobility, NBC attacks pose a significant threat. Contamination avoidance is the highest priority NBC defense task.

Light infantry tactics require that the enemy be destroyed by highly accurate, small arms fires concentrated against critical weaknesses. Soldiers must ensure that every shot hits the target, and leaders must ensure every target is critical. Engagements are most advantageously fought in rough restrictive terrain where movement is difficult, cover and concealment available, and enemy formations fragmented. Then attacks can be conducted against unprotected command posts, artillery, logistics facilities, and isolated platoons and squads. In this way, long before every enemy soldier is killed or piece of equipment is destroyed, the enemy's cohesion and will-to-fight will be shattered.

#### 14. Rifle Company Headquarters Platoon.

The headquarters platoon consists of the headquarters section, antiarmor section, and mortar section.

The headquarters section is composed of the company commander, executive officer, first sergeant, tactical communications chief, two wiremen/RATELOs, supply sergeant, chemical sergeant, and armorer. This section provides command and control of tactical operations and coordinates resupply and evacuation of wounded personnel and damaged equipment. The armorer and tactical communications chief have a limited equipment repair capacity.

The antiarmor section has 13 personnel and 6 medium antitank weapons. It is organized into three teams of 4 men and 2 medium antitank weapons each. The section leader is a staff sergeant (E6) and each team is led by a sergeant (E5). The section provides medium-range antiarmor support to the company. It can be employed under company control or a separate teams attached to platoons. When no armor threat exists, the antiarmor section fights as infantry under the control of one of the platoons, as a fourth maneuver element, or as a reconnaissance element.

The mortar section has six personnel and two M224 60-mm mortars. It provides immediate indirect fires to the company. It is led by a staff sergeant section leader and sergeant squad leader, each of whom also controls one of the mortars. Each mortar squad has a gunner (11C1) and ammo bearer (11C1). The mortar section is normally employed to fire direct lay and direct alignment fires in support of the company. It has a limited capacity to fire in the indirect mode using the section leader and squad leader as a fire direction center (FDC). At times, the mortar section or one of the squads may be attached to a rifle platoon.

A fire support team (FIST) and company aid team are usually attached to the rifle company. These attachments can be altered to compensate for shortages and to better support the main effort.

The FIST is provided by the headquarters and headquarters battery of the brigade's direct support (DS) artillery battalion. It consists of a company fire support NCO, three forward observers (FOs), and four RATELOs. The FSO, fire support NCO, and one RATELO normally travel with the commander to assist in calling for and directing fires; the FOs do the same for the platoons.

The aid team (three combat medics) is provided by the headquarters and headquarters company of the infantry battalion. One medic is normally assigned to each rifle platoon. A rifle company may have an ambulance team in habitual direct support. If so, it consists of one ambulance, driver, and an aid and evacuation NCO.

15. Rifle Platoon.

The rifle platoon consists of a headquarters section and three rifle squads. The headquarters section includes the platoon leader, the platoon sergeant, two M60 machine gun teams of two men each, and one RATELO. Each rifle squad consists of nine men organized into two four-man teams and a squad leader. The platoon can operate as a single unit or as individual squads under the control of the platoon headquarters. The squad is designed and trained to conduct decentralized, independent operations as either a single unit or as two teams. The rifle platoon will be discussed in greater detail later in this part of the lesson.

16. Duties and Responsibilities of Rifle Company Key Personnel.

Within the company, many different tactical, administrative, and logistical tasks must be accomplished continuously and in some cases simultaneously. In order to facilitate this, duties and responsibilities of key personnel must be defined, coordinated, and understood. Minimum guidelines are as follows:

Company Commander.

He is responsible for everything the company does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of his company. He does this by planning, making timely decisions, issuing orders, assigning tasks, and supervising company activities. He must know the capabilities of his men and supporting weapons and how to tactically employ them. He must also know the capabilities of the enemy.

The commanding officer (CO) exercises command through his executive officer (XO), platoon leaders (platoon leaders), section leaders, and first sergeant (1SG).

The CO employs his company to support the accomplishment of the battalion and brigade missions. He does this based upon the assigned mission, the intent of the battalion and brigade commanders, and his estimate of the situation. In the absence of orders, he takes the initiative to accomplish the overall mission while at the same time informing his commander of his actions.

He prepares his plans with help from his XO, 1SG, platoon and section leaders, company FSO, comms chief, and chemical sergeant. He stays abreast of the situation at all times and goes where needed to influence the action. Additional support to accomplish the mission is requested from the battalion.

Executive Officer.

He is second in command of the company and assumes command when the CO is absent or a casualty. He assists the commander in planning and coordinating operations, to include leading the alternate command post, assisting the coordination of platoons during maneuver, and coordinating the company orders group during the planning process. He coordinates continuously with the 1SG and is prepared to do his duties. The XO and 1SG are interchangeable parts during combat operations.



The XO is the platoon leader of the headquarters platoon and is responsible for discipline, morale, and administrative matters of that unit.

He primarily plans and coordinates logistical support with agencies outside the company while the 1SG does the same internally.

In addition to his other responsibilities, the XO may be assigned certain tactical missions, such as the following:

- Landing zone (LZ)/pickup zone (PZ) control officer. This may include straggler control or casualty evacuations and resupply operations as well as air/ground liaison.
- Quartering party, advance party, or rear detachment OIC. During tactical or administrative moves, the XO may be used as OIC of a mixed group consisting of representatives of various company elements. Their purpose is to precede the company and recon, secure, and mark an assembly area or battle position. Or they remain behind the company to move or secure excess equipment and personnel while the company moves to a new location or executes combat operations.
- Sub-element leader. During certain operations, the XO may be assigned a mission and a task-organized element with which to accomplish it. He may, for instance, command all the company machine guns, the 60-mm mortars, and one rifle platoon as the support element leader in a company raid or attack. Common missions of this nature include:
  - \* Being a company reserve leader in defense operations.
  - \* Being a detachment left in contact (DLIC) commander in withdrawals.
  - \* Commanding a company in the absence of CO and other leaders.
  - \* Controlling attachments to the company during combined arms operations and patrols.
  - \* Leading an element on a patrol mission.

#### First Sergeant.

He is the senior NCO and the most experienced soldier in the company. He is the commander's primary tactical advisor and expert on individual and NCO skills. He assists the commander in planning, coordinating, and supervising all activities that support the unit mission. He operates out of the command post or alternate command post; but he goes anywhere the commander directs or that his duties require him to in order to accomplish assigned tasks.

His specific duties include the following:

- Advise the commander, the company's NCOs, and other officers on all aspects of tactics, training, personnel, administration, maintenance, morale, discipline, and health.
- Execute and supervise routine operations. This includes enforcing the tactical SOP; planning and coordinating training; coordinating and reporting personnel and administrative actions; and

supervising supply, maintenance, communications, field hygiene, and medical evacuation operations.

- Set up and run the company command post to include sending and receiving routine messages, relaying information, monitoring the tactical situation, and informing the commander and subordinate units of significant events.
- Supervise the performance of individual and NCO tasks.
- Supervise, inspect, or observe matters designated by the commander. (For example, observe and report on a portion of the company's sector or zone, inspect the mortar section, or inspect all range cards.)
- Assist and coordinate with the XO. Be prepared to assume his duties.
- Lead task-organized elements or sub-units on designated missions.

#### Antiarmor Section Leader.

He is responsible for everything the section does or fails to do.

He is both a planner and a leader. He must be prepared to execute the following tasks with his section.

- Provide antiarmor support to the company during defensive and offensive operations, to include preparing an overall plan, reconnoitering tentative Dragon firing positions, and controlling antiarmor fires.
- Plan and lead reconnaissance, security, and combat patrol operations either as the leader of a single element or using the separate antiarmor sections in coordinated actions.
- Participate in or lead the company reserve or CP security element.

#### Commo Chief.

He supervises operation, maintenance, and installation of organic wire and FM communications. This includes sending and receiving routine traffic and making required communication checks.

He performs limited trouble-shooting of organic communication equipment.

He advises the CO in planning and employing the communication systems. Based upon CO's guidance, he prepares or assists in the preparation of paragraph 5 of the OPORDs.

He provides the link between the battalion and the company for repair of communication equipment.

He is the subject matter expert for RATELO training.

#### Radio-Telephone Operator.

The RATELO is responsible for operating and performing maintenance on his assigned radio to include preparation for special operations (waterborne, cold weather, or airmobile).

He sends and receives routine traffic. This could include requesting and adjusting artillery, medical evacuation, or resupply.

He must be able to encode and decode messages.

He must be able to make field expedient antennas: uni-directional, omni-directional, and short-whip.

#### Company Fire Support Officer.

He assists the CO in planning and coordinating indirect fires to include calling for and adjusting artillery and mortar fire and aligning the company fire support plan and overlays to the commander's intent. He is part of the company orders group.

He supervises and trains the platoon FOs and makes recommendations on their assignment within the company.

If a tactical air control party (TACP) or naval gunfire liaison control officer is not available, the company FSO may coordinate close air support (CAS) or naval gunfire.

The company FSO may also assist the commander in training, employing, and controlling the mortar section.

#### Supply Sergeant.

He requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company in accordance with pertinent regulations, policies, and standing operating procedures (SOPs). He also supervises the armorer.

#### Chemical Sergeant.

He assists and advises the company commander in planning NBC operations. He trains and supervises the NBC teams within the company (NBC decontamination, reconnaissance).

#### 17. Rifle Company Command and Control (C2).

The rifle company command and control organization includes the chain of command, orders groups, and provisions for continuous operations. The chain of command is set by AR 600-20 but the exact organization of the company for C2 is informal. It will vary according to the personalities and abilities of the soldiers involved in the general situation and the requirements for task organization.

#### 18. Rifle Company Chain of Command.

The rifle company is commanded by the company commander, who exercises command and control through the chain of command, which is the established hierarchy of designated leaders from the commander to the individual soldier. In the rifle company in combat, this begins with the commander and continues with the rifle platoon leaders, the antiarmor section leader, and the mortar section leader.

The commander is assisted by the executive officer (XO), who is second in command (2IC) of the company, and the 1SG. The duties and responsibilities of the XO and 1SG are set by the commander, who must also delegate the authority necessary to carry out their assigned tasks, and by AR 600-20 and FM 22-600-20. These tasks may be of a routine or administrative nature, or they can be combat missions that include operational control of designated units.

The chain of command also covers the succession of command should leaders become casualties. The normal succession of command in the rifle company is commander, XO, platoon leaders by seniority, other combat arms officers, 1SG, and NCOs by seniority.

- To re-establish the chain of command following a casualty, the new commander establishes communications with the battalion and all elements of the company. He informs them of the situation, receives status reports from the company and any new orders from battalion, and continues operations. He issues FRAGOs as required.
- The company tactical SOP should cover re-establishment of the chain of command. The allocation of radios and radio nets, and the location in which command is re-established, should be prioritized for use during both static and mobile situations.

#### 19. Rifle Company Orders Group.

A standardized orders group assists the speedy planning and dissemination of orders. It also protects against inadvertently neglecting key personnel. The orders group normally includes the XO, 1SG, commo chief, chemical sergeant, company FSO, platoon leaders, antiarmor section leader, mortar section leader, and leaders of attached/OPCON units. The warning order designates when and where the orders group should assemble. This group helps the commander plan an operation in much the same way that a battalion staff helps the battalion commander. Based on guidance from the commander, members of the orders group can prepare selected portions of the OPORD and briefing aids (sand tables, sketches, overlays, matrixes, and so forth). This process is coordinated by the XO or 1SG, freeing the commander to perform other duties (reconnaissance, a more detailed estimate, rest, and so forth). The composition and function of the orders group and the duties of its members should be addressed in detail in the unit tactical SOP.

#### 20. Rifle Company Continuous Operations.

Once deployed, the company commander needs to plan for continuous operations (24 hours a day). His organization for combat and training should be structured to sustain combat operations. This requires cross-training between the commander, XO, and 1SG. The operation of the command post on a 24-hour basis also includes the company FSO, commo chief, chemical sergeant, RATELOs, and other attachments. The commander should not forget to make sure his platoons and subordinate elements can maintain efficiency during sustained operations. For a detailed discussion of continuous operations, see, FM 22-9.

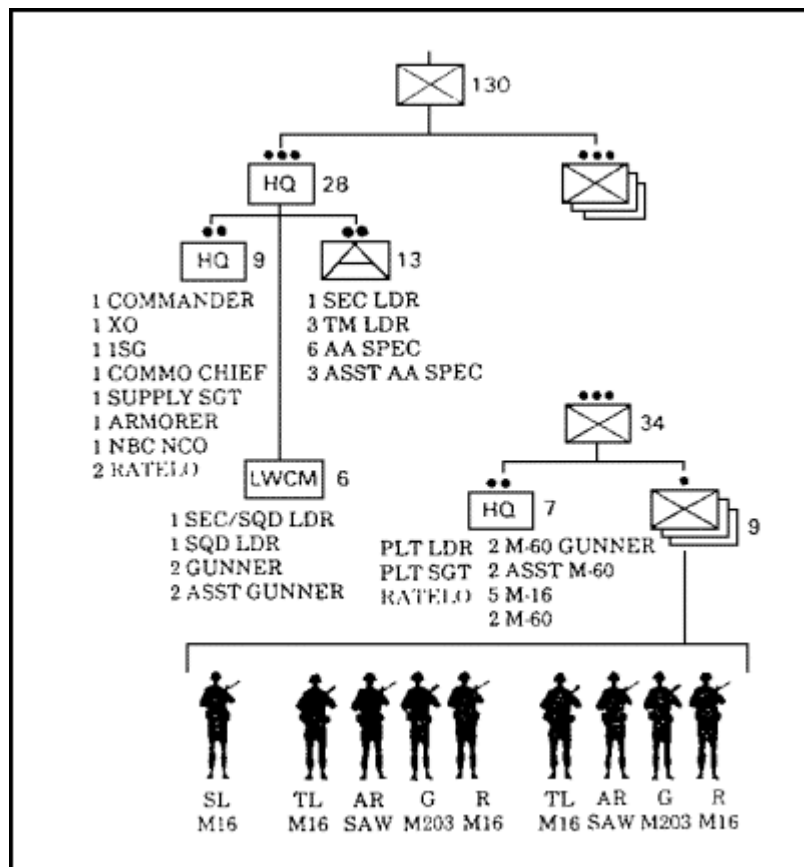
The following factors facilitate efficiency during continuous operations.

- Leaders need to rest before fatigue leads to exhaustion. Order the priority of rest in terms of seriousness of errors, complexity of tasks, and tedium of duties. For example, if a leader has to miss rest to check a position, the leader may make one check, the assistant two checks, and a crew chief three checks. This allows the personnel with the most critical tasks to get more rest. A workable enforced sleep plan is mandatory for sustained operations.
- After a prolonged period of minimal rest or sleep (2 to 4 days), a long period of uninterrupted sleep (12 to 14 hours) is required.

- Double-man each job requiring discrimination factors, such as fire direction center (FDC) procedures or formulating orders. Rotating personnel through tasks requiring attention to detail prolongs effectiveness.
- Master common tasks and exercises during conditions of light and darkness.
- Train personnel to recognize fatigue. Use the buddy system to allow short naps and rest. If possible, use three-man teams: one to rest, one for security, and one for maintenance.
- Write messages down. If unsure as to its meaning, ask for the message to be repeated. Then tell it to someone else as soon as possible. If the message contains jargon, ask for clarification.

## 21. Light Infantry Rifle Platoon.

The light infantry rifle platoon can operate as a unit or as separate squads under the control of the platoon headquarters. The squad can act as a unit or as two teams. [Figure 1-18](#) shows a light infantry rifle company with emphasis on the members of a light infantry squad.



**Figure 1-18. Light Infantry Company.**

## 22. Duties and Responsibilities of Rifle Platoon Key Personnel.

Within the platoon, many different tactical, administrative, and logistical tasks must be done continuously and in some cases simultaneously. In order to do this, the tasks of key men must be defined in detail, coordinated, and understood by each soldier. The following are minimum guidelines.

### Platoon Leader.

He is responsible for all that the platoon does or fails to do. This includes the tactical employment, training, administration, personnel management, and logistics of his platoon. He does this by planning, making timely decisions, issuing orders, assigning tasks, and supervising platoon activities. He must know the platoon's men, its weapons, and how best to use them. He must also know how to use supporting weapons.

The rifle platoon leader (PL) commands through his squad leaders and platoon sergeant.

The rifle platoon leader employs his platoon to support the company and battalion missions. He does this based on the mission assigned to him by the company commander, the intent of the company and battalion commanders, and his estimate of the situation. In the absence of orders, he takes the initiative to accomplish the mission. When this is done, he informs his commander of his actions. He makes his plans with the help of his platoon sergeant, squad leaders, and forward observer. He stays on top of the situation at all times and goes where needed to influence the action. When his platoon needs more support to do its mission, he asks for it from the company commander.

### Platoon Sergeant (PSG).

He is the senior noncommissioned officer in the platoon. He assists and advises the platoon leader in his duties. He supervises the platoon's administration, logistics, and maintenance. He helps train the platoon. He advises the platoon leader on appointments, promotions/reductions, assignments, and discipline as they pertain to NCOs and enlisted men in the platoon.

He is the second in the chain of command of the platoon; he acts for the platoon leader in his absence and takes command if the platoon leader should be wounded. Duties that are normally assigned to the PSG include:

- Organization and control of the platoon command post (CP) according to the principles in FM 7-70; unit SOP; platoon leader guidance; and mission, enemy, terrain, troops, and time available (METT-T).
- Trains and assists in the tactical employment of the platoon's M60s according to the platoon leader's orders, FM 23-67, unit SOP, and METT-T.
- Receives the squad leader's requests for rations, water, and ammunition, and works with the company first sergeant (1SG) or executive officer (XO) to ask for resupply. He then directs the routing of these supplies and mail.
- Directs the platoon medic and platoon aid and litter teams in the removal of casualties. This may include the direct control of teams to take the wounded to the rear and supplies forward.
- Coordinates personnel actions.
- Takes charge of task-organized elements in the platoon during tactical operations. This includes, but is not limited to:
  - \* Quartering parties.
  - \* Security force in withdrawal.

- \* Support units in raids or attacks.
- \* Security patrol in night attack.
- \* Security teams in defense actions.

- The PSG monitors the platoon's morale, discipline, and health.

#### Squad Leader (SL).

He is responsible for all that the squad does or fails to do.

He is a tactical leader. As such, he leads by example. He controls the maneuver of the squad and the rate and distribution of its fire. To do this, he controls two fire teams in the offense, selects each fighting position in the defense, and gives the proper commands, codes, and signals to start, stop, and shift fires.

He sees to all logistical and administrative needs of his squad. He requests and issues ammunition, water, rations, and special equipment, fills out casualty feeder reports, submits requests for awards and decorations, directs the maintenance of the squad's weapons and equipment, and inspects the condition of soldiers' clothing and equipment.

#### Team Leader (TL).

He leads by example and helps the squad leader as required.

He also controls the maneuver of personnel and the rate and placement of fire by leading from the front and using the proper commands and signals.

#### Platoon Medic.

He helps the platoon sergeant to direct aid and litter teams and monitors the health and hygiene of the platoon.

His other duties include:

- Carrying out casualty evacuation under the control of the PSG.
- Aiding the platoon leader and/or platoon sergeant in field hygiene matters.
- Making sure that the unit is stocked with Class VIII (medical) supplies.
- Other tasks assigned by the PL/PSG.

#### Forward Observer.

He helps the platoon leader to plan for indirect fire. He also requests and adjusts mortar and artillery fire from all units within supporting range, and from units out of radio range by relaying through other stations. In emergencies, he requests and controls close air support.

The forward observer (FO) can find and identify targets. He passes the firing data (call-for-fire) to either the company mortar section, the battalion mortar platoon, or the direct support artillery.

This concludes the part of the lesson on the light infantry battalion. Before going on to the parts of the lesson on airborne and air assault battalions and tank and mechanized infantry task forces, you should review the material that has been presented in this part of the lesson.

## PART C - INFANTRY AIRBORNE AND AIR ASSAULT BATTALIONS

### 1. General Organization of an Airborne or Air Assault Battalion.

An infantry-type battalion is organized and equipped to give it the capabilities it needs to accomplish its missions. On one hand, it is large enough to engage enemy regiments, using a full range of organic and nonorganic weapons and support. On the other hand, it is small enough that the battalion commander can personally lead and immediately influence the action of his units in battle.

There are three types of nonmechanized infantry battalions: light, air assault, and airborne.

The fundamental combat mission of the light infantry battalion is to close with the enemy and destroy or capture him by fire and movement. To accomplish specific missions, the battalion is normally augmented with combat, combat support, and combat service support elements. Light infantry battalion organization, elements, and capabilities were discussed in [Part B](#) of this lesson.

Air assault infantry can be assigned the same missions assigned to other infantry units. However, because of its training in air assault operations and its mobility, air assault infantry is best suited to bypass the enemy's forward defenses to attack command posts, logistical bases, communication facilities, bridges, road junctions, and similar objectives. As enemy air defense weapons are suppressed, air assault infantry can bypass obstacles, difficult terrain, and contaminated areas. It is especially well suited to attack deep, defend, delay, conduct wide-area surveillance, or form a reserve that can rapidly exploit success.

Airborne infantry can conduct a show of force or perform as a strategic reserve. It can move great distances quickly to seize key terrain deep in the enemy's rear. Airborne operations depend on the ability of the parent unit to reinforce and resupply the airborne unit either by air or by rapid ground linkup. Once on the ground, airborne units can be assigned the same tasks as other infantry.

Capabilities.

The infantry battalion is capable of rapid deployment and sustained combat. Generally unencumbered by heavy weapons or equipment, it can be deployed quickly over long distances by strategic or tactical airlift (or sealift) and fight on arrival. It can conduct continuous combat operations on any terrain, in any weather, and at all levels of conflict when supported by division or corps. More specifically, the battalion can:

- Employ organic and supporting direct and indirect fires, maneuver to defeat enemy troops, and destroy enemy armor, aircraft, artillery, and emplacements.
- Seize, occupy, and hold terrain.

Limitations.

The infantry battalion is limited by:

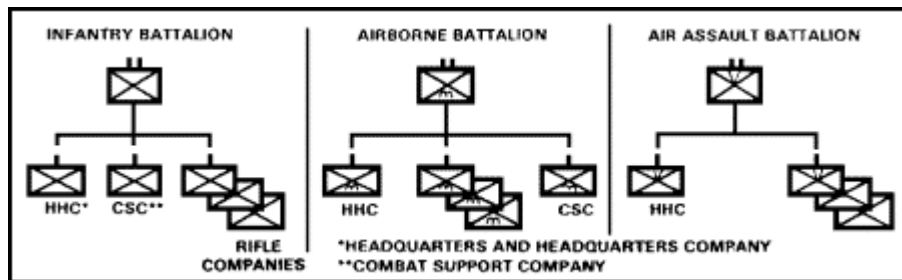
- Lack of organic mobility. It depends on nonorganic transportation for moving quickly over long distances.



- Vulnerability to fires. Unless dug in or otherwise protected, infantry soldiers are vulnerable to fires. Additionally, without protective clothing, they are also vulnerable to nuclear, biological, and chemical (NBC) munitions.
- Inability to conduct independent operations. The infantry battalion, like other combat battalions, depends on division and corps resources. It is able to operate apart from those assets only for limited periods.

## 2. Tables of Organization and Equipment.

The air assault battalion is organized under J-series TOE. It does not have a combat support company. Combat support elements organic to the air assault battalion are in the headquarters company. [Figure 1-19](#) shows the typical organizational structure of infantry battalions.



**Figure 1-19. Battalion Organizations.**

The specific organization and equipment of a battalion depends on its mission and modifications to its TOE. [Figure 1-20](#) gives an organizational summary for infantry battalions.

|  | INFANTRY<br>(H-SERIES)       | AIR<br>ASSAULT<br>(J-SERIES) | AIRBORNE<br>(H-SERIES) |
|--|------------------------------|------------------------------|------------------------|
| <b>PERSONNEL</b>   |                              |                              |                        |
| Officers   | 30                           | 35                           | 27                     |
| Noncommissioned Officers   | 209                          | 193                          | 201                    |
| Enlisted Men   | 540                          | 502                          | 467                    |
|  | 779                          | 730                          | 695                    |
| <b>WEAPONS</b>   |                              |                              |                        |
| Machine Guns   | 10 (cal .50)<br>32 (7.62-mm) | 22 (7.62-mm)                 | 26 (7.62-mm)           |
| Mortars  | 4 (4.2-in)<br>9 (60-mm)*     | 9 (81-mm)                    | 4 (81-mm)<br>9 (60-mm) |
| TOW**  | 18                           | 24                           | 12                     |
| Dragon   | 31                           | 36                           | 30                     |
| *Units may be equipped with 81-mm mortars.<br>**Tube-launched, optically-tracked, wire-guided missile. |                              |                              |                        |
| <b>VEHICLES</b>  |                              |                              |                        |
| Truck, Ambulance, 1¼-ton   | 3                            | —                            | 3                      |
| Truck, Cargo, 1¼-ton   | 17                           | 2                            | 14                     |
| Truck, Cargo, 2½-ton   | 11                           | —                            | 5                      |
| Truck, Cargo, 5-ton  | 6                            | —                            | —                      |
| Truck, Utility, ¼-ton  | 31                           | 30                           | 26                     |
| Truck, Wrecker, 5-ton  | 1                            | —                            | —                      |
| TOW, ¼-ton   | 18                           | 24                           | 12                     |
| TOW Equipment, ¼-ton   | 18                           | 24                           | 12                     |

**Figure 1-20. Organizational Summary.**

Normally, infantry battalions operate as TOE units only in garrison. For training and for combat, they are task organized for the mission at hand. Task organizing tailors the unit to get the most from its capabilities and to minimize its limitations.

### 3. Task Organization of the Battalion.

Task organizing distributes assets to subordinate headquarters. The assets may be attached to, placed in direct support of, or placed under operational control (OPCON) of the subordinate. Brigade and battalion commanders must clearly understand the capabilities and limitations of the units they have available for task organizing. If nonorganic assets are allocated to the battalion or if the battalion commander desires to reorganize his organic assets, the existing command and control relationship must be considered when determining how to employ those assets. The relationship or method of employment for subordinate units can be no more restrictive than that established for the battalion. For example, engineer squads cannot be attached to maneuver companies if the engineer platoon is placed in direct support of the battalion. To do so, the battalion commander would have to assume command of the squads without having command of the platoon.

Task organization is made after analyzing the considerations of Mission, Enemy, Terrain, Troops, and Time available (METT-T). The following questions can be used as a guide to task organizing for most operations.

#### Mission.

- What task organization will best support the tactical plan and accomplish the mission?

#### Enemy.

- What enemy forces are likely to be encountered? What is their size? Type (light infantry, tanks, etc.)? Weapons? Disposition (dug in, hasty positions, moving, etc.)? Capabilities? Weaknesses?
- Is the organization suitable to counter enemy strengths? To exploit enemy weaknesses?

#### Terrain.

- What type of terrain will be encountered? Is the organization suitable to the terrain, weather, and light conditions?
- How much space is available for the employment of units? Is the organization suitable for the space that must be covered?

#### Troops and Time Available.

- How many maneuver platoons (infantry or tank) are needed to accomplish the mission?
- How many maneuver platoons are available? Can more be provided?
- Does each maneuver company have at least two platoons and not more than five? (Maneuver platoons should not be split between companies.)

- Does each maneuver company have the combat support it needs for the mission? Tanks? Engineers? Air defense? Indirect fire support? Antitank support? Communications? NBC support?
- Does each maneuver company have the combat service support it needs to sustain itself until the mission is accomplished? Ammunition? Medical? Petroleum, oil, and lubricants? Mess?
- Have the proper command and control relationships been established (attachment, operational control, direct or general support)?
- Has enough time been allowed for allocated units to receive instructions, move to assigned units, and be incorporated into the tactical plan?
- Have future missions and tasks been anticipated so that minimum changes will be required later?

#### 4. Operational Systems.

The resources of the battalion are organized into several subsystems that must work together.

The Maneuver System. The maneuver system of the battalion normally consists of infantry rifle platoons and TOW sections. In some cases, one or more tank companies may be attached or OPCON to the infantry battalion. Attack helicopters and lift helicopters may also be part of the maneuver system.

The Fire Support System. The battalion has its own mortars, and it normally has artillery in direct support. Tactical air and naval gunfire may also be available.

The Air Defense System. The battalion employs its small arms for air defense when necessary. Air defense sections or platoons may be placed in support of the battalion from brigade or division, based on considerations of METT-T.

The Intelligence System. The battalion has few organic assets to gather intelligence. The scout platoon, combat patrols, and other elements from the companies compose the primary collection assets of the battalion. The battalion commander must look to brigade and higher headquarters to provide the combat information that he needs but which is beyond his capability to collect.

The Mobility/Counter mobility System. This system has two components: combat engineers and scatterable mines. The battalion may have a platoon of engineers in direct support. In the offense, they are employed to ease movement of the lead company or main effort. In the defense, they are tasked to impede the movement of enemy forces with counter mobility obstacles or to enhance the survivability of friendly forces with protective positions.

The Command and Control System, which will be discussed later in this part of the lesson, and The Combat Service Support System, which was discussed in Part B of this lesson are also part of the battalion's operational systems.

Figure 1-21 shows the battalion commander's interface with his operating systems.

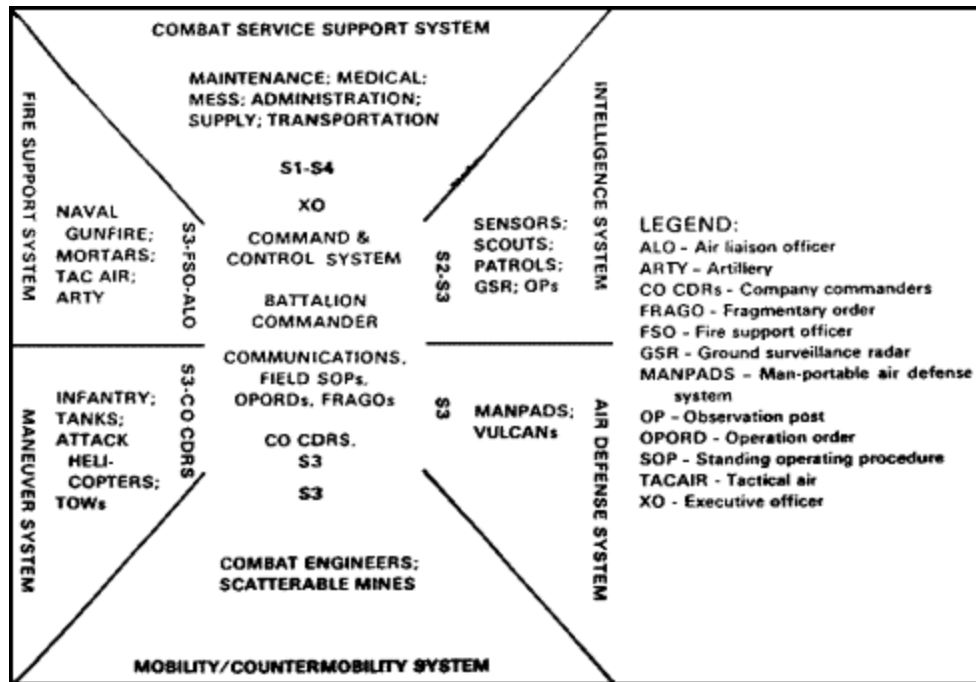


Figure 1-21. Operational Systems Interfaces.

#### 5. Battalion Command and Control.

Command is the authority a commander exercises over subordinates by virtue of his rank and assignment. It includes responsibility for using resources well and for organizing, directing, coordinating, and controlling the employment of military forces to accomplish the mission.

The trend toward increased mobility and firepower, the threat of (and capability for) mass destruction, and the speed and tempo of combat require flexibility in the exercise of command. The commander must make decisions rapidly and execute them forcefully.

The requirements placed on the commander during combat prevent him from personally accomplishing or directly supervising all tasks in the time and manner required. To accomplish his mission, he must conduct operations through a chain of command and use his staff. The commander and his staff must function as a team, with the staff serving as an extension of the commander.

#### 6. Responsibility of the Battalion Commander.

Command authority is derived from law and regulation. It is accompanied by commensurate responsibility that cannot be delegated. The commander alone is responsible for the success or failure of his command (this applies at any level of command). He meets his responsibilities through leadership; by planning, making decisions, and issuing orders; and by supervising the execution of his orders. The commander directs actions and establishes standards. The soundness of his judgment and the principles and techniques he employs determine the effectiveness of his leadership.

Leadership is a personal and intangible quality that is a combination of example, persuasion, and compulsion; it serves as an extension of the commander's self. The leadership characteristics and traits

displayed in his daily activities help him inspire his subordinates and earn their respect, confidence, willing obedience, and loyal cooperation.

The success of the command depends on the skill and understanding with which the commander uses his subordinates in the operations of his command. Subordinates must be carefully trained and motivated, and full advantage must be taken of their individual qualities and capabilities.

The commander must be sensitive to the physical and mental condition of his troops, and he must understand the stresses and strains of combat. His actions must inspire and motivate his command to succeed despite adverse conditions. He must assure his troops that hardship and sacrifice will not be needlessly imposed and that he is interested in their well-being.

#### 7. Chain of Command.

The successive commanders and leaders through whom command actions are directed form the chain of command. Military operations demand strict adherence to that chain. However, under unusual or extreme conditions, such as enemy penetration of the battalion defenses, the commander may find it necessary to bypass echelons of the chain of command. The commander bypassing the chain automatically assumes responsibility for orders given, and the intermediate commander is informed of the actions taken. The normal chain of command is re-established at the earliest opportunity.

On occasion, loss of communication may preclude issuing orders to subordinate commanders. In that event, the subordinate is expected to act as he thinks his commander would act. For this reason, it is imperative that subordinates be kept informed of the "big picture" and the intent of the commander. Commanders must prescribe the succession of command for all contingencies, from temporary absences to the loss of the commander and the staff.

#### 8. Command and Support Relationships.

The command relationship between the battalion commander and other commanders and leaders is determined by the command relationship of the various units to the battalion.

There are five possible command relationships.

- Organic. An organic unit forms an essential part of a U.S. Army unit and is listed in its TOE or table of distribution and allowances (TDA).
- Assigned. An assigned unit is placed in an organization on a permanent basis and is controlled and administered by the organization to which it is assigned for its primary function or the greater portion of its functions.
- Attached. An attached unit is placed in an organization on a relatively temporary basis. Although subject to limitations specified in the attachment order, the commander to which the unit is attached exercises the same degree of command and control and responsibility for the attached unit as he does over units organic to his command. However, responsibility for transfer, application of the Uniform Code of Military Justice (UCMJ), and promotion of personnel normally will be retained by the command to which the unit is assigned. The attachment order should state clearly the administrative and support responsibility variance of the gaining unit to the attached unit.

- **Operational Control.** A unit under operational control (OPCON) is one that has been provided to another commander to accomplish specific missions or tasks usually limited by function, time, or location. The commander may deploy the unit concerned and retain or assign tactical control of the unit. Operational control does not include administrative and logistic responsibility, discipline, internal organization, and unit training. When applied within armies of the North Atlantic Treaty Organization (NATO), operational control does not include authority to assign separate employment of components of the unit concerned.
- **Operational Command.** Within the Department of Defense (DOD), operational command is the authority exercised by commanders of unified and specified commands over assigned forces. It is synonymous with operational control. When applied within NATO, operational command is the authority granted to a commander to assign missions or tasks to subordinate commanders, to deploy units, to reassign forces, and to retain or delegate operational and/or tactical control as may be deemed necessary. It does not include responsibility for administration or logistics.

Support relationships are established to define specific relationships and responsibilities between supporting and supported units.

Command responsibilities, responsibility for logistical support, and the authority to reorganize or reassign component elements of a supporting force remain with the higher headquarters or parent unit unless otherwise specified.

- **Direct Support.** A unit in direct support (DS) of a specific unit or force is required to give priority of support to that unit or force. The supporting unit will take support requests directly from the supported unit or force, normally will establish liaison and communications, and will provide advice to the support unit. A unit in direct support has no command relationship with the supported force; therefore, it cannot be suballocated, reassigned, or reorganized by the supported force. However, in some instances, such as in the case of a supporting engineer platoon or MANPADS section, the battalion commander may direct suballocation of the supporting element's subelements (squads and teams in this example) in order to most effectively employ them.
- **General Support.** A unit in general support (GS) will provide support to a force as a whole and not to any particular subdivision of the supported force. Subdivisions/subordinate units may request support through the supported force headquarters, but only the supported force headquarters can determine priorities and assign missions to GS units.
- **General Support Reinforcing.** General support reinforcing (GSR) is used primarily with artillery units. This support relationship requires the GSR artillery unit to support a force as a whole and to provide reinforcing fires to another artillery unit as a second priority.

## 9. The Command and Staff Relationship.

The staff advises and assists the commander in the exercise of command.

The staff embodies no authority within itself. Its authority is derived from the commander and must be exercised in his name.

Details belong to the staff and include preparation of estimates, plans, and orders. The commander addresses himself to the broad essentials critical to the problem at hand.

The staff acts within the commander's policies and concepts. In the absence of policy, staff members refer to the commander. If the commander is unavailable, they act on their initiative in anticipation of the commander's policy.

The commander and his staff must have mutual confidence and respect. However, the commander must preserve his identity and retain his perspective to insure prompt response to orders.

In relations with subordinate commanders, the staff operates in a spirit of service, cooperation, and assistance. It translates the commander's decision into clear and timely directives, keeps abreast of the situation, and keeps the commander, subordinate commanders, and adjacent units informed. The staff also serves subordinate units. The commander insures that direct contact with him by subordinate commanders is not inhibited by his staff.

Liaison is maintained between elements to insure mutual understanding and unit of effort, and to facilitate mutual support.

Liaison should, when possible, be reciprocal between higher, subordinate, and adjacent units. Liaison is essential when a unit is placed directly under the command of a combined headquarters or headquarters of an allied unit, and between adjacent battalion-size or larger units.

The composition of the battalion headquarters and the duties of the various coordinating and special staff officers are discussed in detail in Part B of this lesson. If you do not remember the staff responsibilities, you should go back and review that portion of the lesson.

#### 10. Battlefield Decision Making.

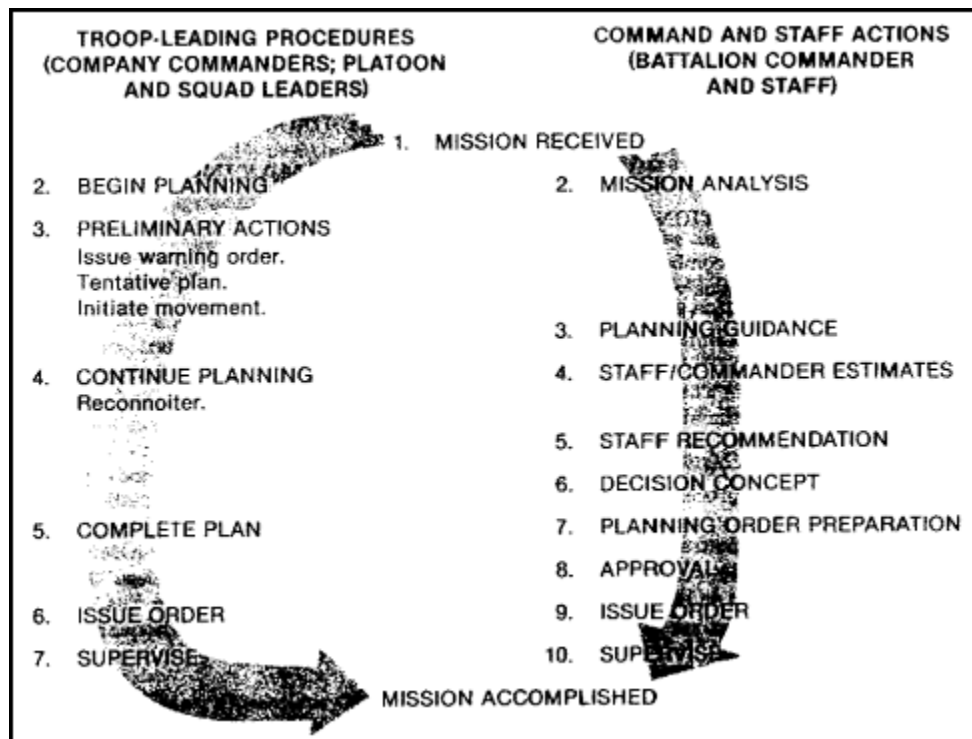
To lead his battalion in combat, the battalion commander must continuously make decisions. He bases his decisions on the best information available or (time permitting) obtainable. The commander, his staff, and his chain of command use the related processes of troop-leading procedures and command and staff actions to develop and execute decision. Using those processes permits full coordination by the commander and staff, development of staff estimates, and preparation of detailed orders. The detail in which actions are accomplished is based on the time available.

Troop-leading procedures are a decision-making process particularly applicable to leaders at company level and below. The battalion commander must be familiar with troop-leading procedures so that he can apply them in the event that he does not have time for staff actions such as when confronted with rapidly changing combat conditions. Leaders below battalion level use troop-leading procedures because those leaders lack a staff and because of the directness and immediacy of the required decisions. The leader uses troop-leading procedures to develop and issue instructions to his subordinates so that the unit can accomplish its mission. The decisions made are based on the leader's personal knowledge of the situation and information immediately at hand or readily obtainable.

Steps in troop-leading procedures are more concise than command and staff actions, which lends the procedures to abbreviation and use by leaders in combat. The battalion staff keeps the commander

informed, which gives him the ability to abbreviate parts of the process and to make decisions without formal estimates.

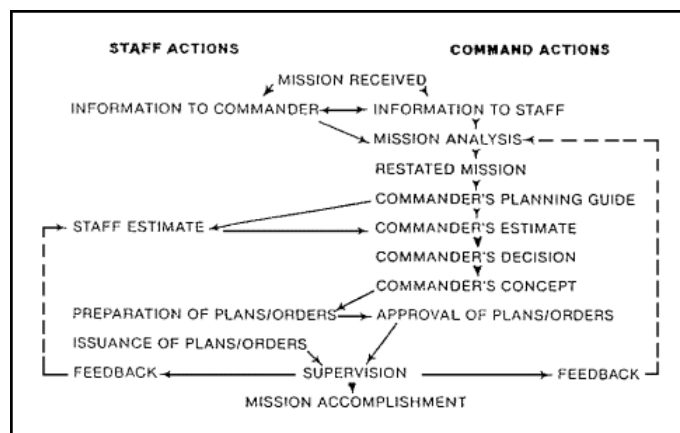
[Figure 1-22](#) shows the relationship of troop-leading procedures to the sequence of command and staff actions.



**Figure 1-22. Troop-leading Procedures/Staff Actions.**

The decision-making process is the sequence of command and staff actions. This continuous process is most evident when the battalion must conduct missions requiring detailed plans. Because command and staff actions are a means to an end, as are the troop-leading procedures discussed above, the battalion commander follows them to the degree he needs to make timely decisions.

[Figure 1-23](#) shows the relationship between command and staff actions.



**Figure 1-23. Command and Staff Actions.**



Before a battle, the commander and his staff may have time to consider in detail how the battle will be fought. This process culminates in an operation order that presents in commonly understood language the plan for the battle. During this "permissive time" situation, the commander can function not only as an order giver but also as a member of the planning group with his staff. He has time to attend to a certain amount of detail.

The sequence of command and staff actions begins with the receipt of the mission. Normally, the mission for an infantry battalion is assigned by brigade headquarters. At best, the battalion commander receives the OPORD in person, and the brigade commander articulates the mission so that the battalion commander fully understands his commander's intent. At worst, the battalion commander may receive the mission in an OPORD delivered by messenger.

On receipt of the mission, the battalion commander and staff exchange information. The commander provides the staff a warning order on the mission. The staff members update the commander on critical matters that pertain to their area of responsibility.

The battalion commander analyzes his mission to insure that he identifies all the specified and implied tasks contained in the order. The tasks that are essential to the overall success of the mission are then incorporated into the battalion commander's restated mission - a clear, concise statement of the tasks to be accomplished by the battalion and the purpose to be achieved. The restated mission becomes the basis of all commander and staff estimates, oral or written, and it becomes paragraph 2 (MISSION) of the battalion OPORD.

Along with his restated mission, the battalion commander provides the staff with planning guidance. The frequency, amount, and content of the guidance will vary with the mission, time and information available, situation, and experience of the commander and staff. When time is available, the guidance may be general so as to give the staff maximum leeway in developing courses of action, estimates, and recommendations. However, the commander may give the staff specific guidance, impose restrictions, or give the staff courses of action to consider. Generally, the less time available, the more specific the guidance will be.

The members of the coordinating staff then prepare their estimates and recommendations to the battalion commander. The members coordinate with one another while making the estimates. The coordination can be formally organized by the executive officer. More often, the coordination is informal, with staff estimates based on tentative courses of action developed by the S3.

The S3 develops tentative courses of action for staff consideration, based on the restated mission, the commander's guidance, and the significant conditions that threaten the success of any friendly course of action. Those courses of action represent possible ways to accomplish the mission. Although stated in general terms, they are formulated in sufficient detail to distinguish one from the other, and to provide a base for a flexible analysis. The courses of action developed by the staff are analyzed based on the factors of METT-T.

Most often, the S3 or executive officer presents the staff's joint recommended course of action to the commander. By that time, the staff members have determined if they can support that course of action

or if there are significant problems in their area of responsibility. After recommending a course of action, the staff states any significant problem areas associated with it.

While the staff is preparing estimates, courses of action, and a recommendation, the battalion commander similarly is preparing his estimate. He bases his estimate on his knowledge of the situation, information from the staff, and his reconnaissance. He usually takes at least his FSO on the reconnaissance and may take the S2, S3, and combat engineer.

The commander analyzes the courses of action presented by the staff and decides which to adopt, modified as necessary. His analysis is based on the factors of METT-T.

After deciding on the course of action to adopt, the battalion commander issues his concept to the staff so they can prepare appropriate orders. The commander's concept is a description of how he visualizes the operation being conducted. It is through his concept that the commander expresses his intent.

The commander's concept, estimate of the situation, and the factors of METT-T are applicable to both troop-leading procedures and command and staff actions.

The commander decides the amount of detail needed in the plans and orders to insure understanding by his staff and subordinate commanders and leaders. He issues his order from a vantage point from which he can see the terrain, when possible; otherwise he uses a map with graphics. He issues the order in sufficient detail to get across his intent. If the commander's intent is clearly understood, subordinates can then use initiative to accomplish the mission. The commander insures that everyone understands his intent and their part of the mission. He does so by having those who receive his order repeat his instructions.

Commanders and staffs supervise the execution of orders.

Refinement of plans and orders, and changes to orders by a fragmentary order, are based on the feedback of information to the commander through reports and personal observations and contact.

#### 11. The Battalion Command Post.

Command Post Organization.

During the battle, direction and control of battalion operations come from the battalion commander, who along with his command group locates forward where he can see and influence the battle. Direction and control of the battle are monitored at the battalion command post (CP) and elements of the battalion not directly involved are controlled by the command post in conjunction with the commander's specific instructions or his intent. Personnel at the command post include the executive officer, members or representatives of the coordinating staff, special staff officers, fire support element (FSE), and liaison personnel with vehicles and equipment as required. During lulls in the battle, the commander, along with his command group, may return to the CP to expedite planning future operations, to issue orders, or to rest. The tactical operations center, which includes the fire support section (FSS), is within the CP area.

Fire support is coordinated in the FSE. Key personnel normally involved in the operation of the FSE include the FSS, the S3 air, a representative from the battalion mortar platoon, a TACP, a naval gunfire liaison officer (NGLO) (if naval gunfire support is provided), the NBC officer, and representatives of

other fire support agencies. The FSE is normally collocated with the TOC. When the command group splits off from the CP, representatives of the FSE (for example, TACP and FSO) normally become part of and move with the command group.

Location, operation, and displacement of the CP are prescribed in the unit SOP. Considerations that influence selection of the CP location are friendly and enemy troop dispositions, routes of communication, communications requirements, tactical situation, space required, sufficient hardstand for vehicles, cover, concealment, and security.

In the attack, the CP is initially well forward to facilitate control and avoid early displacement. In the defense, it is usually toward the rear of the defensive area to avoid displacement in the event of enemy penetration, to avoid interference with friendly maneuver, to avoid enemy electronic warfare means, and to minimize the effect of enemy artillery.

The CP may be near the reserve for security, but the headquarters company executive officer (HHC XO) is responsible for the local security of the CP. To provide that security, the HHC XO has several options. Security may be provided by any of the following sources:

- HHC personnel.
- Subelement personnel (squads/platoons from rifle companies).
- CP personnel.
- Replacement personnel.

The HHC XO may organize the main CP personnel into provisional squads and assign sectors for local defense. Since nearly all personnel at the main CP are performing in their functional areas during battalion operations, and since the CP displaces frequently, these personnel will soon become fatigued and ineffective. The HHC commander, in coordination with the battalion staff, must enforce a sleep plan to enable the CP personnel to perform their normal duties and physical security.

The S3 selects the general location for the TOC based on the tactical situation and recommendations of the battalion communications-electronics (C-E) officer. The exact location of the TOC will be selected by the senior man in charge of moving the CP, usually the HHC XO.

In determining where the TOC should locate during offensive operations, consideration should be given to a location from which the TOC can at all times provide good communications laterally as well as longitudinally, a location that can be reached along secured routes, and a location far enough forward (though not exposed to direct fires) so that the TOC can provide control. Ideally, the TOC is located two to three terrain features behind the leading company (or company team).

In the defense, the location of the TOC is governed by considerations similar to those in the offense. It should be farther back from forward units than it is in the offense (to provide protection from indirect fires/electronic warfare), it should be a location that provides good communications, it should not interfere with the initial displacement of units to new positions, and it should be on routes favorable for quick displacement.

Built-up areas are good locations for the battalion TOC. These areas provide good cover and concealment from enemy observation and fire. The TOC can be in a basement or other suitable shelter.

Vehicles can be hidden in garages or barns. Light discipline can be enforced by covering windows to allow operations during darkness with minimum risk.

When built-up areas cannot be used, the TOC should be on a reverse slope to provide cover and concealment from enemy ground observation and fire. If possible, the area should also provide concealment from air observation and attack. The ground must support vehicle traffic, and there must be space to disperse vehicles.

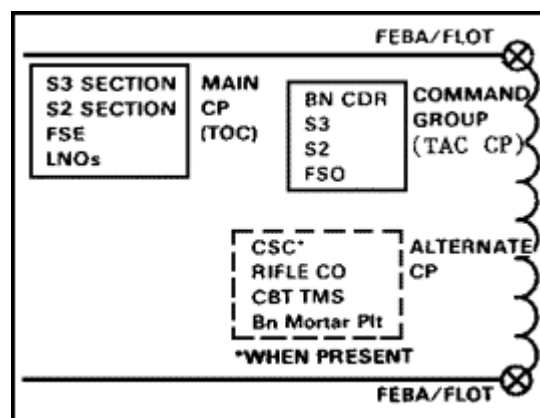
#### Battalion Command Group.

During tactical operations, the battalion commander should form a command group (a subdivision of the CP) to operate forward of the CP. There is no fixed organization for the group; rather, it consists of personnel and equipment selected by the battalion commander for a given situation. It may include the S2, S3, FSO, necessary liaison and communications personnel, command radio facilities, and vehicles (to include aircraft). By operating forward of the CP with a command group, the battalion commander usually can more effectively influence combat operations. The command group maintains communications with the CP to exchange essential information.

During movement, the command and control facilities are normally divided. When moving on one axis of advance, the command group will operate near the head of the main body while the remainder of the CP will move near the rear of the battalion formation. The primary control of the unit will stem directly from the command group. When the battalion moves on two axes, the commander may place a control element on each axis. When aboard a command and control helicopter, the battalion commander is normally accompanied in the aircraft by the S3, the FSO, or other selected personnel.

#### Alternate Command Post.

The alternate CP provides the battalion with a backup TOC capability. The alternate CP must fulfill several requirements to be effective: it must be able to monitor the tactical situation, communicate simultaneously with the lower, adjacent, and higher units; and maintain personnel with the required level of expertise that enables them to control the battle until the main CP becomes operational. [Figure 1-24](#) shows the battalion's alternate command posts.



**Figure 1-24. Alternate Command Posts.**

The alternate CP should be able to assume the vital functions of the main CP in the event the main CP cannot function. The alternate CP must be continuously operational to be able to instantly assume control of the battle if the main CP and command group are out of action.

The alternate CP should be staffed with personnel experienced and knowledgeable enough to enable them to temporarily assume the functions of the main CP. The alternate CP must constantly monitor the tactical situation so as to be informed as the main CP.

The alternate CP should monitor and maintain radio silence on the battalion command net for security until such time as it must assume the functions of the main CP.

Organization, staffing, and equipping of the alternate CP should be dictated by battalion SOP, but the capability of instantly assuming duties and functions of the main CP without a serious loss of efficiency is the foremost consideration in its organization. Several options for an alternate CP are available to the battalion task force commander: administrative/logistics center, combat support company headquarters, the mortar platoon headquarters, and reserve rifle company headquarters.

Headquarters Management.

The headquarters executive officer determines the interior arrangement of the CP in coordination with the communications officer.

The message center is near the entrance to the CP.

The parking area should have good entrances and exits and, if practical, be concealed to prevent detection from the air.

Radios are remoted to the CP from locations on nearby terrain. Remoting them increases their effectiveness and provides a measure of communications security through deception as to actual location of the CP.

Noise, light, and litter discipline must be enforced as a matter of operational security.

Operation of the Command Post.

The CP is organized for continuous operation. Staff elements normally operate in shifts to insure 24-hour operation.

Incoming messages delivered by messengers normally go first to the message center. The messages are signed for and immediately delivered to the staff section most interested in their content, then to other staff sections for information. When appropriate, the executive officer indicates action to be taken by staff sections.

All incoming messages may be addressed to the commanding officer; however, they are normally not sent to him directly. The staff acts on messages received and, when appropriate, informs the commander of their contents without delay.

Incoming operational messages may be carried directly to the operations center, with processing completed later.

Outgoing messages are delivered to the message center in duplicate. The originator of important messages affecting the unit or staff section insures that a summary is entered in the unit journal. The messages are processed and recorded at the message center.

Radio messages are normally received directly at the operations center and disseminated to appropriate personnel for action or information. A synopsis of important messages received is entered in the unit journal.

Displacement of the Command Post.

The CP displaces during limited visibility, if possible.

Displacement of the CP may be dictated by SOP, command directives, or change in the planned or current tactical disposition of friendly forces. Displacement may also be dictated by enemy actions such as:

- Interference with signal communications.
- Ground maneuver threatening security of the CP.
- Enemy intelligence (air surveillance and other means) that may discover the CP if it remains too long in one location.

When displacement of the CP is required, the S3 coordinates with the battalion communications officer and the headquarters company executive officer before recommending to the commander a new general CP location and a time for displacement. Before displacement, the headquarters company executive officer coordinates with the following staff officers:

- S2 for weather forecast, road conditions, and enemy situation.
- S4 for transportation and logistical considerations.
- S5, if assigned, for civil-military considerations.
- Communications officer.

The quartering party moves to the general location for the new CP. The party will usually consist of the quartering officer (headquarters company executive officer) plus representatives of the various staff sections and units that will occupy space in the CP area. After the quartering officer selects the exact CP site, he designates a location for each facility and has guides posted to direct incoming elements into the designated areas.

The CP normally displaces in two echelons to insure continuous control of operations. Usually, the first echelon consists of the command group. As the command group moves to the new area and prepares for operations, the remainder of the CP continues operating in the old location under control of the executive officer. Brigade headquarters and organic, attached, and supporting units are notified of the exact location and time of opening of the new CP. When the command group is ready to operate in the new location, the executive officer is notified, and the remainder of the old CP moves to the new site. The command group must assume all functions of the TOC until the new CP is established. If the CP must displace with the command group already established in a forward location, the command group must again assume the duties of the TOC until the CP is re-established.

On occasion, the CP may displace as a unit in one move. In that case, command and control is exercised by the command group while on the move.

During operations, the CP may be relocated frequently, to safeguard against the enemy fixing the location and directing fire at it.

#### 12. Battalion Communications.

The communications system of the battalion is a major means for command and control of the battalion and its operations. The systems should make best use of all means of communication.

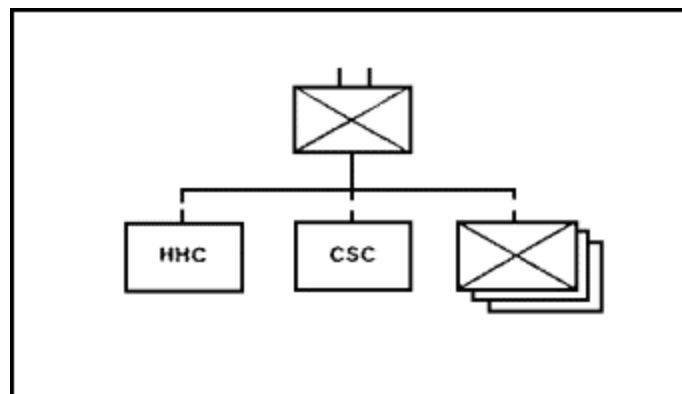
Secure voice radio is a quick and easy way for the battalion commander to communicate with subordinate commanders, but radio is susceptible to jamming and intermittent operation in dense terrain and poor weather. For that reason, remoting antennas or using directional antennas must be considered.

In static positions, telephones provide the most reliable communication between separated units, but telephone wires are easily damaged by artillery, vehicle traffic, and extreme weather. In some situations, messengers may be required to pass communications between commanders; in other instances, visual signals may be the most effective. Communication by messengers becomes crucial when other methods of communication are not working. For this reason, messengers should be used for routine traffic in the battalion. Primary and alternate routes for scheduled and emergency messenger service must be established. This practice insures that communication is maintained when other systems fail. In any case, the commander must establish and maintain an effective communications system within his battalion.

During tactical operations, the commander normally moves to or near the critical point so that he may communicate with key personnel in person.

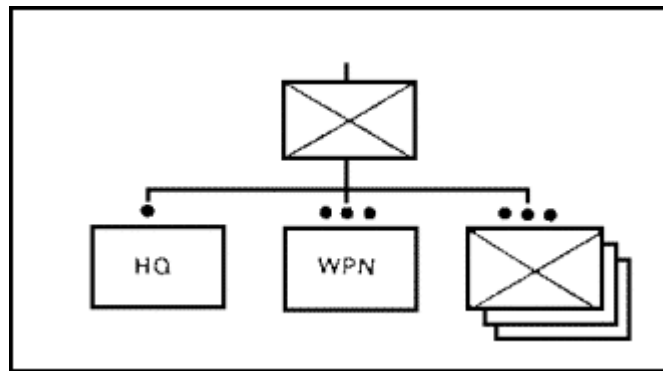
#### 13. Infantry and Air Assault Battalion Rifle Company Organizations.

An infantry battalion and an air assault battalion consist of a headquarters and headquarters company (HHC), a combat support company (CSC), and three rifle companies. [Figure 1-25](#) shows an infantry and air assault battalion organization.



**Figure 1-25. Infantry and Air Assault Battalion Organization.**

Each rifle company has a headquarters (HQ) section, a weapons (WPN) platoon, and three rifle platoons. [Figure 1-26](#) shows a rifle company organization.



**Figure 1-26. Rifle Company Organization.**

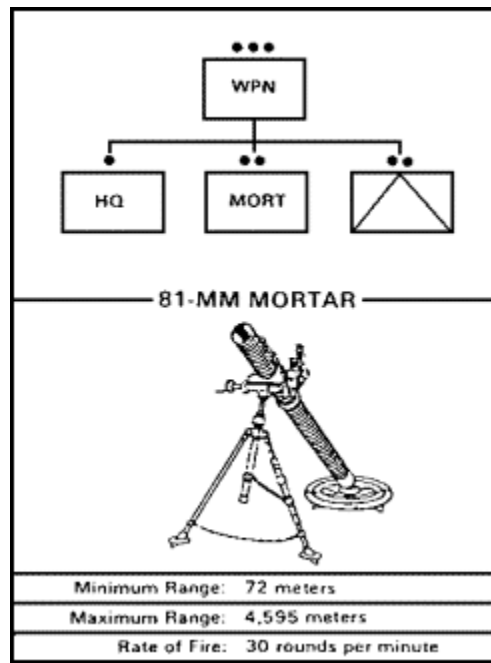
The headquarters section consists of two officers and eleven enlisted men.

- Company commander.
- Executive officer (XO).
- First sergeant (1SG).
- Supply sergeant.
- Supply specialist.
- Tactical communications chief.
- Tactical communications systems operator/mechanic.
- Tactical wire operations specialist (two).
- Radiotelephone operator (RATELO) (two).
- Armorer.
- Nuclear, biological, and chemical operations noncommissioned officer.

Normally, a field artillery fire support team (FIST) is attached to a rifle company to help plan and control indirect fire. There are also four aidmen, from the battalion medical platoon, attached to a company. A mess section from the support platoon of the battalion HHC normally supports a rifle company as required.

The weapons platoon consists of a platoon headquarters, a mortar section, and an antitank section. The mortar section has a headquarters and three 81-mm mortar squads. The antiarmor section has a headquarters and two antitank squads. Each squad has one tube-launched, optically-tracked, wire-guided (TOW) missile system. [Figure 1-27](#) shows the weapons platoon organization.



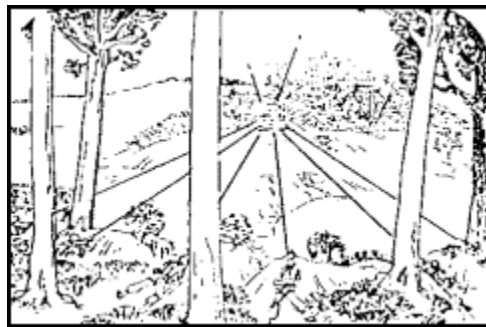


**Figure 1-27. Weapons Platoon Organization.**

14. Infantry Fire.

In fighting, there are two ways an infantry unit can fire its weapons to cover a target with direct fire.

- Point fire is directed at one point; for example, an entire fire team or squad shooting at one bunker. [Figure 1-28](#) illustrates point fire.



**Figure 1-28. Point Fire.**

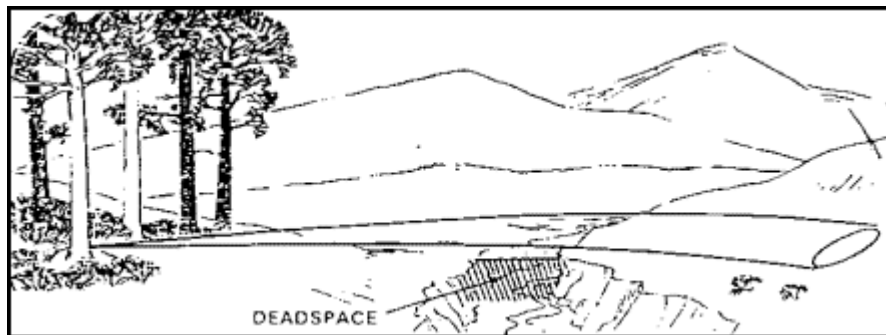
- Area fire covers an area laterally and in depth. If a squad leader wants fire on a woodline, he may shoot tracers to mark the center of the target. Men on his left fire to the left of his tracers, men on his right fire to the right. [Figure 1-29](#) illustrates area fire.



**Figure 1-29. Area Fire.**

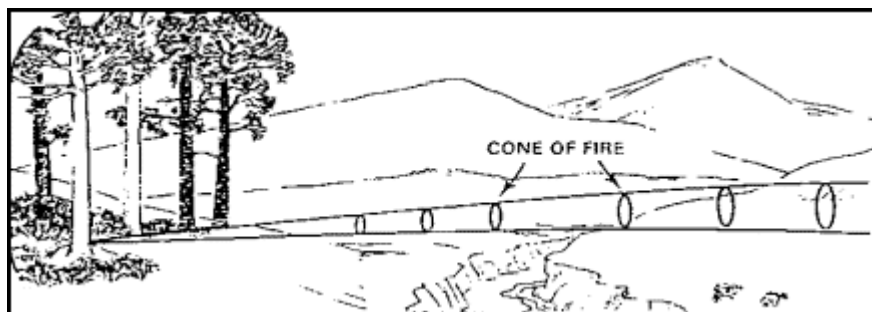
Suppressive fire does not let an enemy see, shoot, or track a target. Direct or indirect fire close enough to an enemy machine gun to keep its gunner from aiming and firing is suppressive fire. Smoke placed on a tank that keeps the tank gunner from seeing a target is also suppression. Suppressive fire allows friendly movement with fewer losses.

Deadspace is an area, within the range and sector of a weapon, that cannot be hit by fire from that weapon or be seen by its gunner. [Figure 1-30](#) is an example of a deadspace.



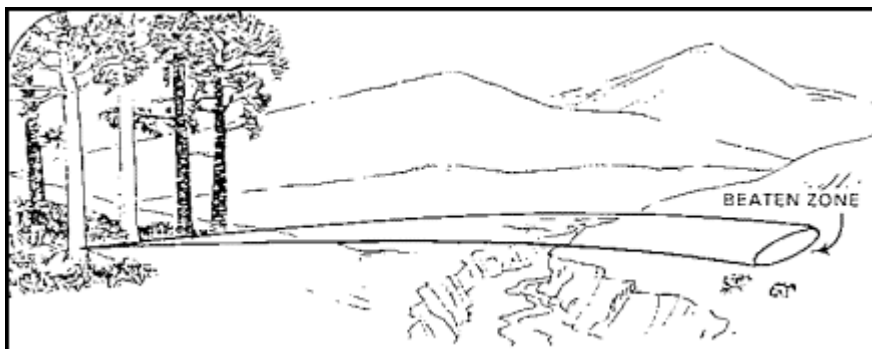
**Figure 1-30. Deadspace.**

Cone of fire is the cone-shaped pattern formed by the paths of rounds in a group or burst of rounds fired from a gun with the same sight setting. The paths differ and form a cone because of vibration, wind changes, variations in ammunition, etc. [Figure 1-31](#) illustrates a cone of fire.



**Figure 1-31. Cone of Fire.**

Beaten zone is the pattern on the ground formed by the cone of fire. [Figure 1-32](#) shows a beaten zone.

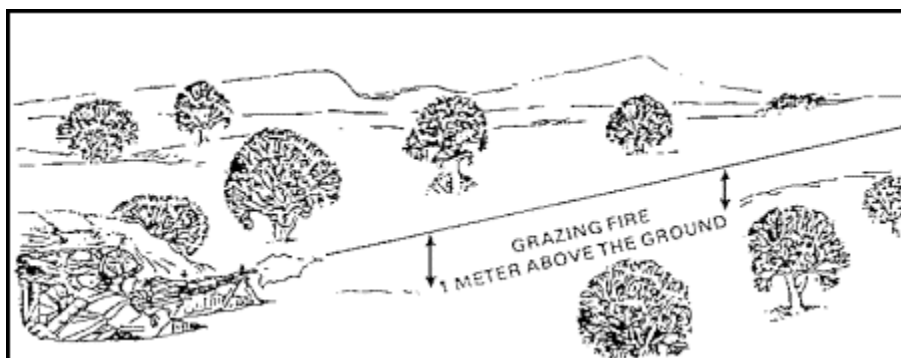


**Figure 1-32. Beaten Zone.**

Rifle and machine gun fire is classified with respect to the ground or with respect to the target.

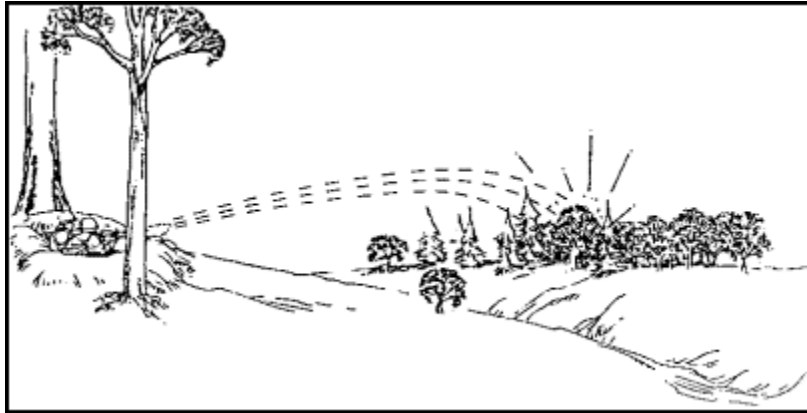
Fire which is classified with respect to the ground is either grazing fire or plunging fire.

Grazing fire is fire in which most of the round do not rise above 1 meter from the ground. [Figure 1-33](#) illustrates grazing fire.



**Figure 1-33. Grazing Fire.**

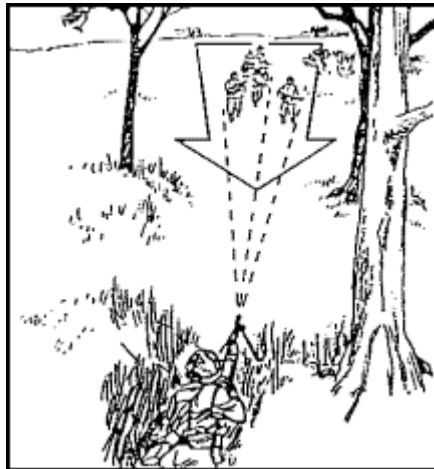
Plunging fire is that in which the path of the rounds is higher than a standing man except in its beaten zone. Plunging fire is attained when firing at long ranges, when firing from high ground to low ground, and when firing into a hillside. [Figure 1-34](#) illustrates plunging fire.



**Figure 1-34. Plunging Fire.**

Fire with respect to the target may be frontal, flanking, oblique, or enfilade.

Frontal fire is shot directly at the front of the target. [Figure 1-35](#) illustrates frontal fire.



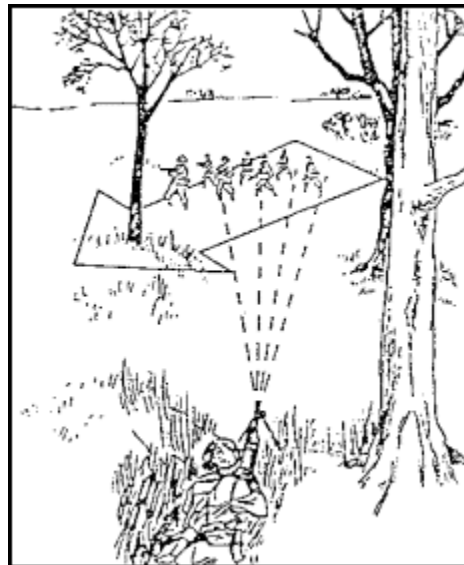
**Figure 1-35. Frontal Fire.**

Flanking fire is shot into the flank of the target. [Figure 1-36](#) illustrates flanking fire.



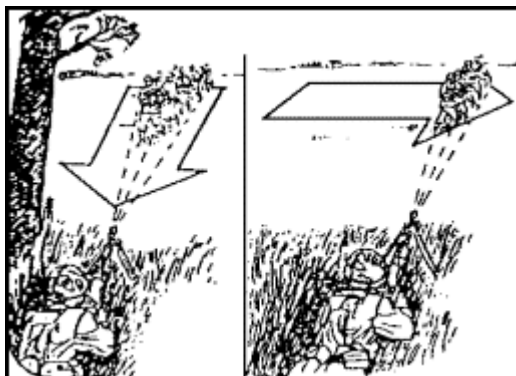
**Figure 1-36. Flanking Fire.**

Oblique fire is when the long axis of the beaten zone is oblique to the long axis of the target. [Figure 1-37](#) is an example of oblique fire.



**Figure 1-37. Oblique Fire.**

Enfilade fire is when the long axis of the beaten zone is the same as the long axis of the target. This type of fire is either frontal, flanking, or oblique. It is the best type of fire with respect to the target because it makes the best use of the beaten zone. An example would be firing at the front of a column of soldiers or at a flank of soldiers on line ([Figure 1-38](#)).



**Figure 1-38. Enfilade Fire**

This concludes the part of the lesson on airborne and air assault infantry battalions. Before you go on to the last part of the lesson about the tank and mechanized infantry task force, you should review the material presented in this part of the lesson. You should know the organization of airborne, air assault, and infantry battalions, companies, and platoons; the types of weapons used by the infantry, and the types of weapons most likely to support the infantry.

## **PART D - TANK AND MECHANIZED INFANTRY TASK FORCE**

### **1. Organization, Function, Capabilities, and Limitations.**

The commander must understand and implement the operational concept behind the new J-series TOE if he is to successfully employ AirLand Battle doctrine. The key new operational concepts in the J-series TOE are:

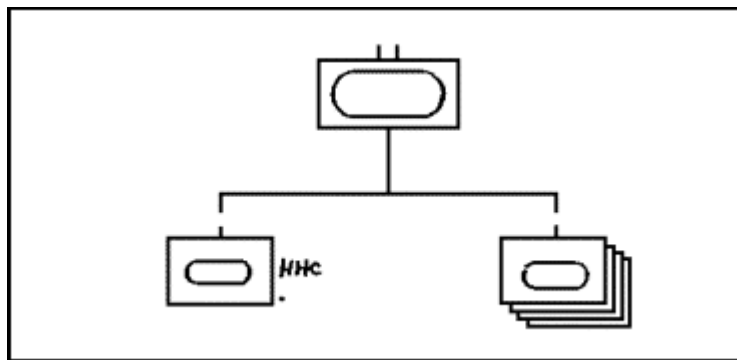
- The J-series battalions are now organized with four smaller, quicker maneuver companies. This allows the commander to conduct wider, deeper actions. It also allows him to retain a reserve more frequently which he can employ at the decisive moment to influence the action.
- Consolidation of CSS functions at the task force level. This takes the load from the company/team commanders so that they can devote their attention to fighting their platoons. Task forces push supplies/support and fix forward.
- A further refinement of the concept above is that combat support assets will not routinely be parceled out to companies as they have been previously. Companies will receive CS assets only to accomplish a specific task. Otherwise, CS assets will remain under the control and direction of the task force commander.
- Centralized CSS and the addition of one maneuver company creates more of a command and control challenge at battalion level. This means there must be good SOPs to efficiently employ the task force.

- The M1/M2 gives the task force commander increased speed, mobility and firepower. These allow him to seize or retain the initiative easier than was true previously. However, because of the mobility differential with CS and CSS assets mounted in M113s and wheeled vehicles, the commander will have to employ his mobility advantage judiciously.

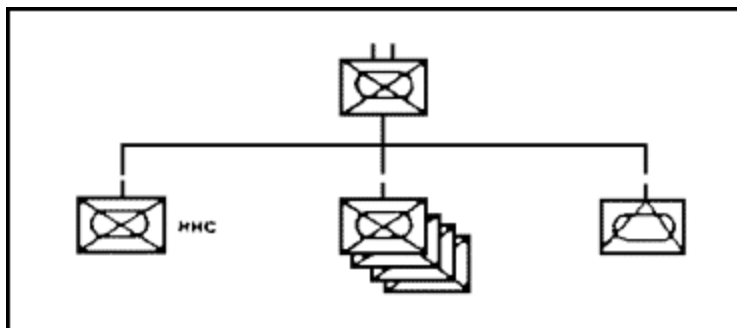
The transition from the H-series TOE to the J-series TOE will be discussed in detail later in this part of the lesson. For the purposes of this lesson, the J-series TOE will be used.

The tank battalion organization under the J-series TOE consists of a headquarters and headquarters company and four tank companies. The mechanized infantry organization under the J-series TOE consists of a headquarters and headquarters company, four mechanized infantry companies, and an antiarmor company.

[Figure 1-39](#) shows the organization of the tank battalion, and [Figure 1-40](#) shows the organization of a mechanized infantry battalion.

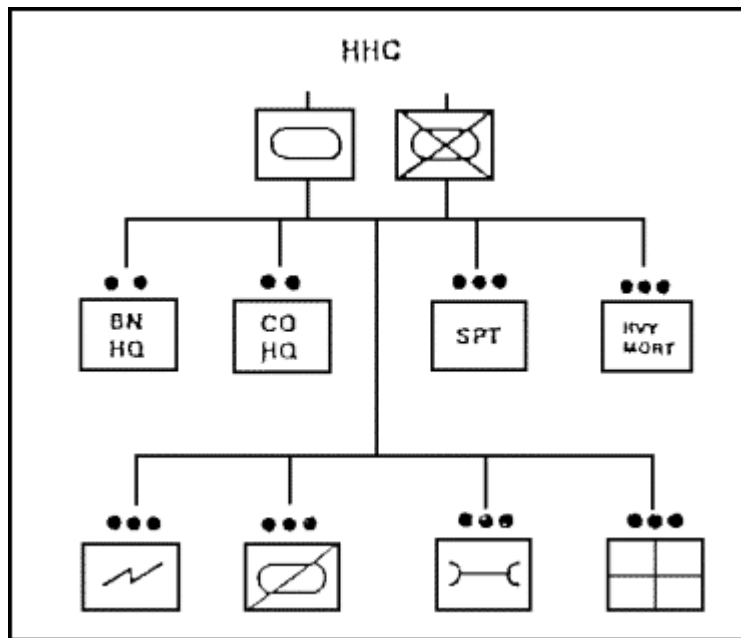


**Figure 1-39. Tank Battalion.**



**Figure 1-40. Mechanized Infantry Battalion.**

The mechanized infantry battalions' and tank battalions' headquarters and headquarters companies are similarly organized. Each headquarters company contains a company headquarters; battalion headquarters; S1, S2, S3, and S4 sections; and the battalion communications, maintenance, support medical, mortar, and scout platoons. [Figure 1-41](#) shows the headquarters and headquarters company organizations for both a mechanized infantry and a tank battalion.

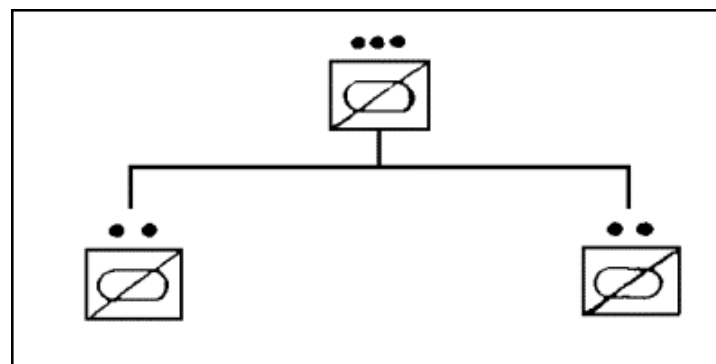


**Figure 1-41. Headquarters and Headquarters Company (Mechanized Infantry and Tank).**

The battalion headquarters contains the officers and enlisted men necessary to command, control, plan, supervise, and support the training and operations of the battalion. The key personnel in the battalion headquarters are the battalion commander, executive officer, S1, S2, S3, S4, BMO, CE officer, and command sergeant major.

The company headquarters provides command and control, and coordinates administrative and logistical support for headquarters company. Personnel in the company headquarters are the company commander, executive officer, first sergeant, supply sergeant, armorer, and supply specialists/drivers.

The battalion scout platoon consists of a platoon headquarters and two scout sections ([Figure 1-42](#)). It performs reconnaissance and provides security for the battalion within its capabilities. It may be reinforced with a tank or mechanized infantry platoon or receive priority of fire from the mortar platoon or DS artillery to accomplish its missions. Additionally, the scout platoon assists movement of the battalion or its subordinate elements by performing route reconnaissance, posting guides and markers, and reconnoitering assembly areas and attack positions.



**Figure 1-42. Battalion Scout Platoon.**



The scout platoon has the following capabilities:

- Conduct zone, route, and area reconnaissance.
- Screen one flank, the front, or rear of the battalion.
- Conduct liaison.
- Provide contact parties.
- Perform quartering party functions.
- Provide traffic control and road guides.
- Conduct limited pioneer and demolition work.
- Conduct chemical detection and radiological survey and monitoring operations.
- Participate in area damage control operations.
- Establish a roadblock.
- Act as part of an advance, flank, or rear guard.
- Establish observation posts.
- Provide security for the command post or command group.

The communication means available to the scout platoon permits the rapid transmission of information and positive command and control of the platoon.

The scout platoon, by nature of its mission, relies on the FM radio as its primary means of communication. However, authorized operations or brevity codes, the terrain index reference system, and proper radio telephone procedures must be used at all times to reduce the length of radio transmissions.

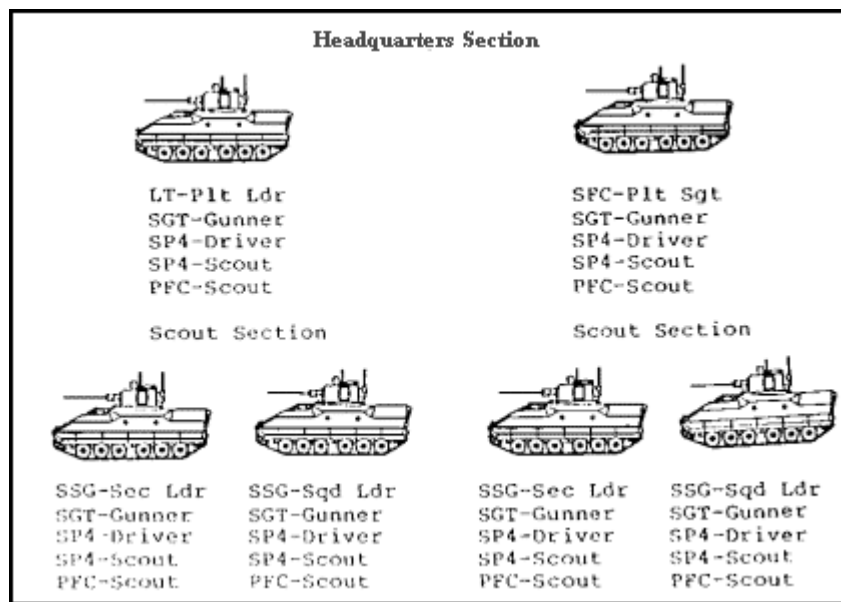
Each scout vehicle is equipped with two radios. One is vehicular mounted and operates in the scout platoon net and one is for use dismounted in an OP or by patrols. The platoon leader and platoon sergeant also have the additional capability of operating in the battalion command net.

The scout platoon is also equipped to communicate using wire. There is adequate wire equipment to operate six OPs, link all vehicles in the platoon together, and connect to the battalion switchboard. The communications platoon may have to provide additional wire for linkage to the battalion switchboard. An alternative is to connect the platoon to the battalion wire net through the nearest company's switchboard.

Whenever possible, hand-and-arm signals must be used to communicate within the platoon. Therefore, all scouts should be experts in the use of hand-and-arm signals. As distances become greater, flags may be used to augment the hand-and-arm signal so it may be seen. All sound and visual signals, not a part of the unit SOP, must be carefully planned before the mission begins.

Scouts are also trained as messengers, to prepare clear, concise written and oral messages. When communicating over great distances by messenger, the importance of the message must be considered before dispatching a vehicle with its crew due to the resulting reduced capability of the platoon.

The scout platoon consists of 1 officer and 29 scouts, organized into a platoon headquarters and 2 scout sections ([Figure 1-43](#)). The platoon is equipped with six M3 CFVs. The platoon's equipment may vary slightly due to differences in the MTOE.



**Figure 1-43. Scout Platoon.**

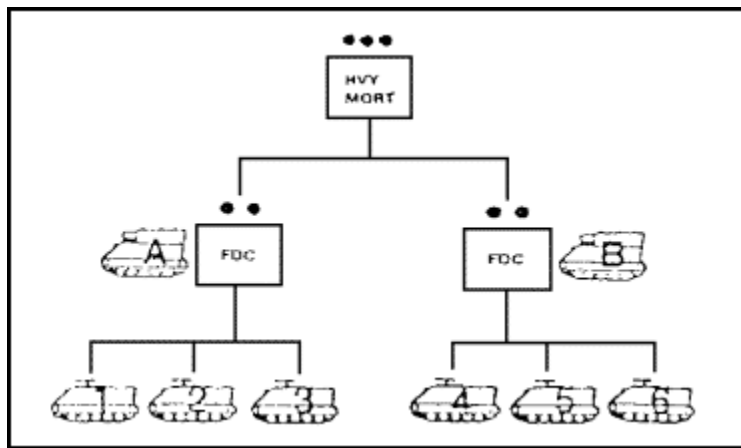
The scout platoon leader and NCOs must be experts in the use of organic weapons, maps, supporting fires, demolitions, obstacles, communications, and reconnaissance and security techniques. They must be familiar with armor and infantry tactics and be able to rapidly react to changing situations. The battalion scout platoon leader and platoon sergeant must literally be a "jackof-all-trades," because they have what is probably the toughest platoon job there is. This is due to the variety of missions the platoon must be capable of performing.

The platoon leader is responsible to the HHC commander for the discipline, combat readiness, and training of the platoon as well as the maintenance of its equipment. However, the platoon will normally be OPCON to the S3 when tactically employed. Although reconnaissance and patrolling requirements are developed by the S2, the platoon still operates under the supervision of the S3. The platoon leader must have a thorough knowledge of reconnaissance and security tactics and be proficient in the tactical employment of the platoon. He must also know the capabilities and limitations of the platoon's personnel and equipment.

The platoon sergeant leads elements of the platoon as directed by the platoon leader and assumes command of the platoon in the absence of the platoon leader. During tactical operations, he may assist in control of the platoon. The platoon sergeant assists the platoon leader in maintaining discipline, training, and maintaining control of the platoon. He supervises maintenance of equipment, supply, and other CSS matters.

Section leaders are responsible to the platoon leader for the training and discipline as well as the tactical employment and control of their sections. They closely supervise the maintenance and operation of all vehicles and equipment organic to their sections. Squad leaders have the same responsibilities with respect to their squads as section leaders have to their sections.

The battalion mortar platoon consists of a platoon headquarters and two mortar sections. Each of the two mortar sections is composed of a fire direction center (FDC) and three 107-mm mortar squads ([Figure 1-44](#)).



**Figure 1-44. Battalion Mortar Platoon.**

Mortars are organic to the tank and mechanized infantry task force. Mortars can provide a heavy volume of responsive, accurate, and sustained fire. They are ideal weapons for attacking targets on reverse slopes or in narrow gullies, ditches, or other areas that are difficult to reach with low angle direct fires.

Mortars are especially effective for smoke and illumination missions. Mortars can provide excellent rapid smoke coverage with white phosphorous ammunition because of their high rate of fire. Mortars can also provide quick response illumination for the task force.

The mission of the mechanized infantry or armor battalion mortar platoon is to provide the commander and his subunit commanders with close and immediate indirect fire support.

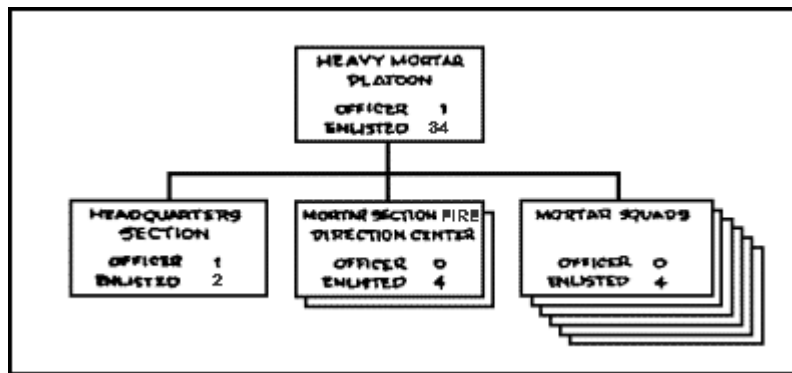
The capabilities of the mortar platoon are determined by the equipment and personnel available. The ranges and rates of fire for the 107-mm mortar are shown in [Figure 1-45](#).

| CHARACTERISTICS CHART |                |         |                  |
|-----------------------|----------------|---------|------------------|
| TYPES OF AMMUNITION   | RANGE (METERS) |         | RATES OF FIRE    |
|                       | MINIMUM        | MAXIMUM |                  |
| HE M329A2             | 770            | 6840    | 18 RPM FOR       |
| HE M329A1             | 920            | 6650    | 1 MIN            |
| WP M328A1             | 920            | 6650    | FOLLOWED BY      |
| ILLUM M335A2          | 400            | 6490    | 9 RPM FOR        |
| CHEMICAL (CS)         | 1540           | 6650    | 6 MIN THEN       |
|                       |                |         | 3 RPM, SUSTAINED |

**Figure 1-45. Mortar characteristics.**

The 107-mm mortar is mounted in the M106 mortar carrier. The M106 provides the mortar and crew with an armor-protected firing platform and mobility on the battlefield.

The mortar platoon, a unit in the headquarters and headquarters company consists of a platoon headquarters and two sections of an FDC and three mortar squads ([Figure 1-46](#)).



**Figure 1-46. Mortar Platoon Organization.**

The headquarters section consists of a platoon leader, a platoon sergeant and a wheel vehicle driver/RATELO. The vehicles for the headquarters section are either two 1/4-ton utility trucks with trailers or two HMMWVs.

Each mortar section consists of an FDC with a section leader, two fire direction computers, and a carrier driver equipped with an M577 command post carrier while the three mortar squads consist of a squad leader, a gunner, an assistant gunner, and a carrier driver equipped with an M106 full-tracked mortar carrier.

Based on the tactical situation, or guidance from the commander, the mortar platoon leader can employ his platoon by squads, by sections, or as a platoon.

Responsibilities of key personnel vary as the level of supervision changes. The responsibilities of key personnel who directly affect the performance of the mortar platoon are discussed below.

The battalion commander's responsibilities include:

- Tactical employment (missions, priority of fires, general locations, approval of fire plans).
- Task organization (attachments and detachments, by whom sections or platoons will be controlled).
- Logistical support (basic loads, type and mix of ammunition carried, priority of maintenance support, feeding).

The mortar platoon leader is the primary advisor to the commander and fire support officer (FSO) on mortars. He is responsible for all that the platoon does or fails to do. He is specifically responsible for:

- Executing the commander's desires to support the scheme of maneuver.
- Assisting in the development of fire plans.
- Serving as the battalion FSO in the absence of the FSO.
- Positioning, moving, and directing the fires of the platoon.

The mortar platoon sergeant is the platoon leader's principal assistant. In the absence of the platoon leader, he takes charge and assumes the same responsibilities as the platoon leader. He is responsible for:

- Executing the directives of the platoon leader. The platoon leader makes decisions, the platoon sergeant implements them.

- Supervising section and/or squad leaders to insure that orders are carried out.
- Supervising combat service support operations for the platoon.

The section leaders are in charge of a section (three squads), or mortars and an FDC. At times, the senior section leader may act as the platoon sergeant, as in the absence of the platoon sergeant or when the platoon sergeant has assumed command of the platoon during the platoon leader's absence. The section leader is directly responsible for:

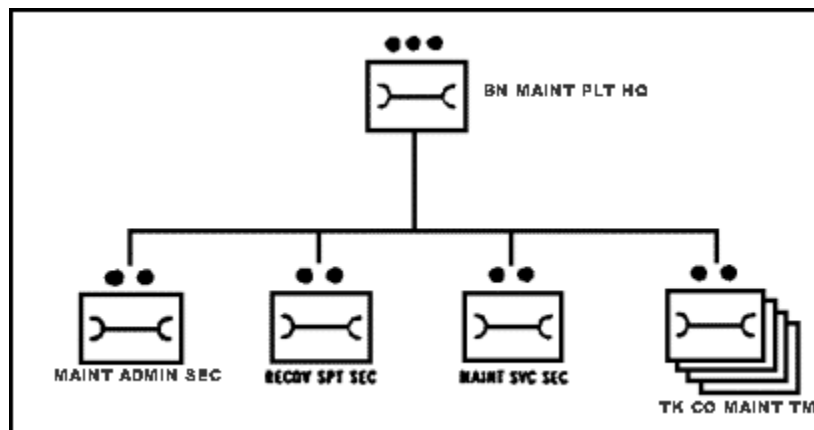
- Supervising the section.
- Supervising fire missions.
- Positioning the mortars and FDC.
- Keeping the platoon leader and platoon sergeant informed.

The squad leader is in charge of a mortar squad and is responsible for:

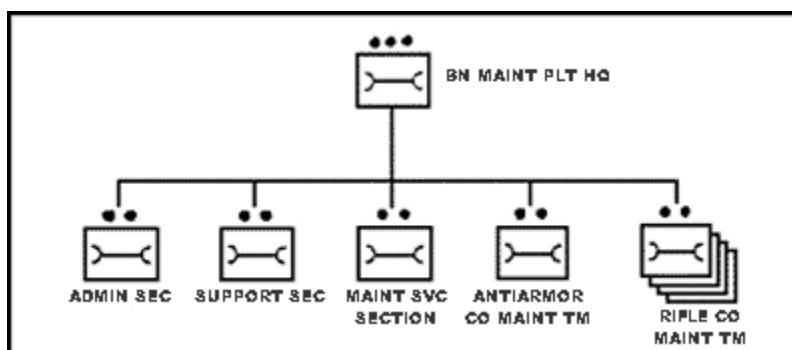
- Supervising the squad.
- Positioning his squad into firing position.
- Directing crew drill for placing the mortar into action.
- Maintaining proficiency to serve as a limited FDC, as required.

The communications platoon, led by the battalion communications officer, is responsible for establishing and operating the battalion wire communications and the battalion messenger systems. The communications platoon also maintains and operates the battalion radioteletype equipment.

The battalion maintenance platoons in the tank and mechanized infantry battalions are organized similarly with a platoon headquarters, maintenance administration section, recovery support section, maintenance services section, and four company maintenance teams. The mechanized infantry battalion also includes an antiarmor maintenance team. In addition, there are minor differences in equipment between the two platoons. The maintenance platoon performs organizational maintenance, recovers and repairs vehicles, and provides repair parts. The platoon also has the responsibility for repair and evacuation of communications equipment. [Figures 1-47](#) and [1-48](#) show the organization of a tank battalion maintenance platoon and a mechanized infantry battalion maintenance platoon.

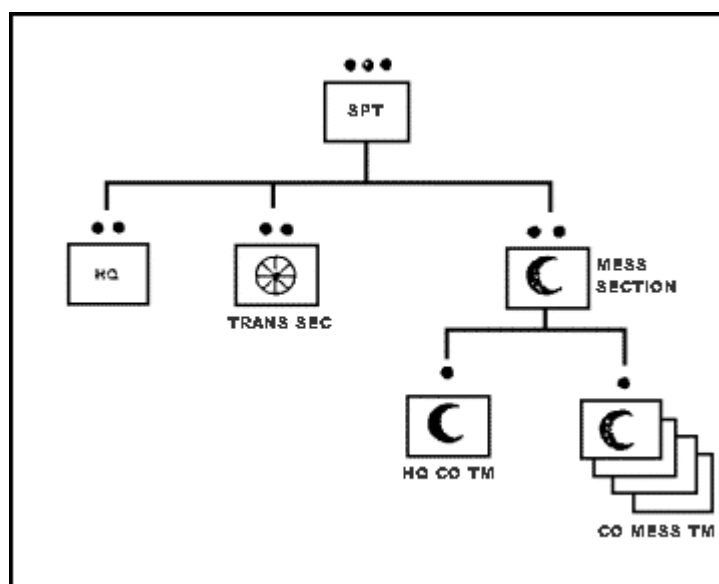


**Figure 1-47. Tank Battalion Maintenance Platoon.**



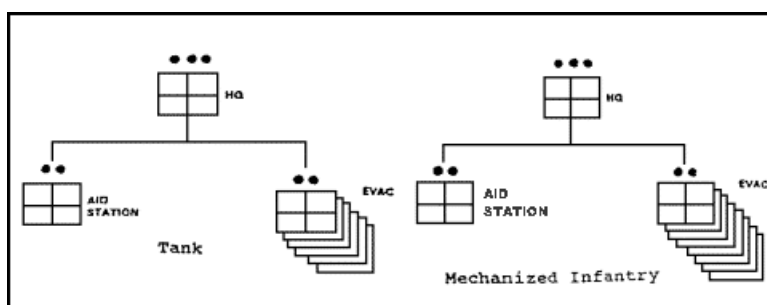
**Figure 1-48. Mechanized Infantry Battalion Maintenance Platoon.**

The support platoon consists of a platoon headquarters, a transportation section, and a mess section. The platoon provides transportation and class I, III, and V support for all elements of the battalion. [Figure 1-49](#) shows the organization of the support platoon.



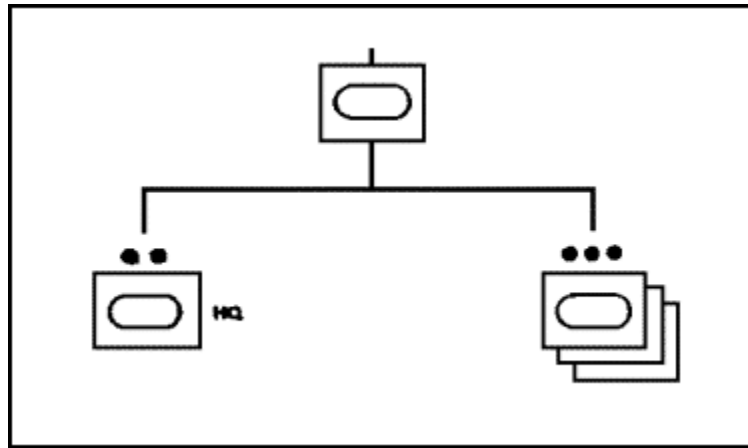
**Figure 1-49. Battalion Support Platoon.**

The medical platoon consists of a platoon headquarters, an aid station section, and an evacuation section. There are differences in organization of the evacuation section in the two types of battalions; however, the missions of the platoons are basically the same. [Figure 1-50](#) shows the organization of the medical platoons.



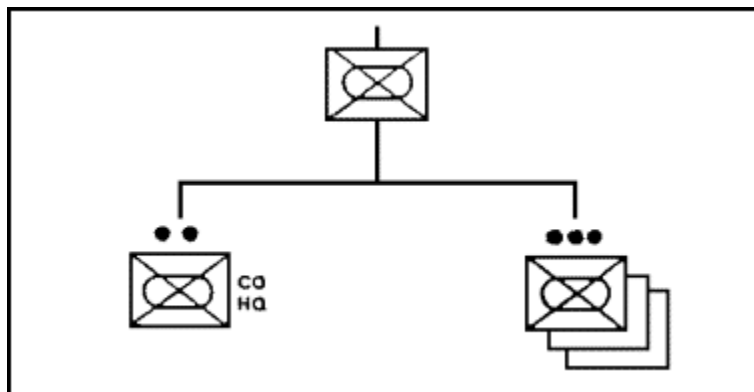
**Figure 1-50. Battalion Medical Platoon.**

There are four tank companies organic to the tank battalion. Each company consists of a company headquarters and three tank platoons of four M1 Abrams tanks each. There are an additional two tanks in the headquarters tank section. [Figure 1-51](#) shows the tank company organization.



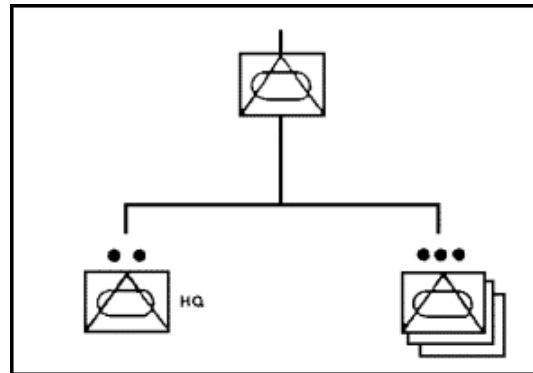
**Figure 1-51. Tank Company.**

There are four mechanized infantry companies organic to the mechanized infantry battalion. Each company consists of a company headquarters and three rifle platoons. The rifle platoons are made up of a platoon headquarters and three rifle squads, and each platoon is equipped with four M2 Bradley Infantry Fighting Vehicles. [Figure 1-52](#) shows the organization of a mechanized infantry company.



**Figure 1-52. Mechanized Infantry Company.**

The antiarmor company is organized with a company headquarters and three platoons. Each platoon has a headquarters section mounted in an M113, and two antiarmor sections each with two improved TOW vehicles (ITVs). [Figure 1-53](#) shows the organization of the antiarmor company.



**Figure 1-53. Antiarmor Company.**

The company headquarters section consists of the company commander and first sergeant, each with a driver/RATELO. The platoons each have a platoon leader, platoon sergeant, two section leaders, and two squad leaders. Each of the platoon's four ITVs have a gunner, assistant gunner and driver.

The primary mission of the mechanized infantry battalion antiarmor company is to provide long-range direct antiarmor fires for the battalion, primarily against tanks. Its secondary mission is to engage other armored vehicles and point targets such as crew-served weapons, and fortified positions.

The TOW-equipped antiarmor company has the capability of providing accurate, long-range precision fires out to 3,000 meters (3,750 with TOW II). This extended range enables TOW to engage enemy armor well beyond the enemy's capability to return effective direct fire (other than ATGM). The M901 improved TOW vehicle (ITV) has the capability to acquire and engage targets in daylight, darkness, and under conditions of obscured visibility caused by smoke, haze, dust, light rain, or snow and fog. The M901 is fully mobile, can be concealed easily and is able to move as a part of a battalion task force with the equivalent armor protection provided to the mechanized infantry platoon by the M113 series vehicle.

The antiarmor company also has limitations. It has no organic combat support and combat service support capability. It must work in proximity to mechanized infantry for security, especially in restrictive terrain or during reduced visibility. TOW rate of fire is slow due to tracking and reload time. This coupled with its significant signature increases the vulnerability of the antiarmor systems. These limitations are magnified at close-in engagement range of less than 1,500 meters. At these ranges, there is increased risk that ITVs will be detected, acquired, and destroyed by the enemy. Too, because the TOW missile is wireguided, it requires a clear line of sight to the target. TOW crews and fire planners must be aware of certain factors that may limit the accuracy and dependability of the TOW weapon system. For example, an electrical malfunction in the command link wires can occur if the missile wire is submerged in water for over 9 seconds. This may limit the missile's flight by 15 to 1,800 meters. Firing the missile over electrical wires can also cause possible electrocution and damage the missile guidance system.



The antiarmor company commander is responsible for the training, maintenance, and tactical employment of the company. His responsibilities encompass planning, coordinating, and integrating the company's fires to fit the battalion tactical plan. He must know the capabilities of his company's weapons and how to tactically employ them and his troops. He must also know the capabilities of other arms. The antiarmor company commander is the principal antiarmor advisor to the battalion commander, and he works closely with the S3 on antiarmor matters.

The antiarmor executive officer is the second in command of the company. He coordinates logistics, maintenance, medical, and mess support. The executive officer must also keep abreast of the tactical situation and be prepared to take command in the absence of the commander. He supervises the operation, movement, security, internal arrangement, and organization of the company trains. The XO works closely with the first sergeant, supply sergeant, communications chief, aidmen, and coordinates directly with the battalion XO, S4, support platoon leader, and battalion motor officer.

The antiarmor first sergeant advises the company commander and assists him by performing assigned duties to include supervising the company's administration, logistics, maintenance, and training activities. As the senior noncommissioned officer in the company, he makes recommendations to the company commander on appointments, promotions/reductions, assignments, and disciplinary matters as they pertain to NCOs and enlisted men in the company.

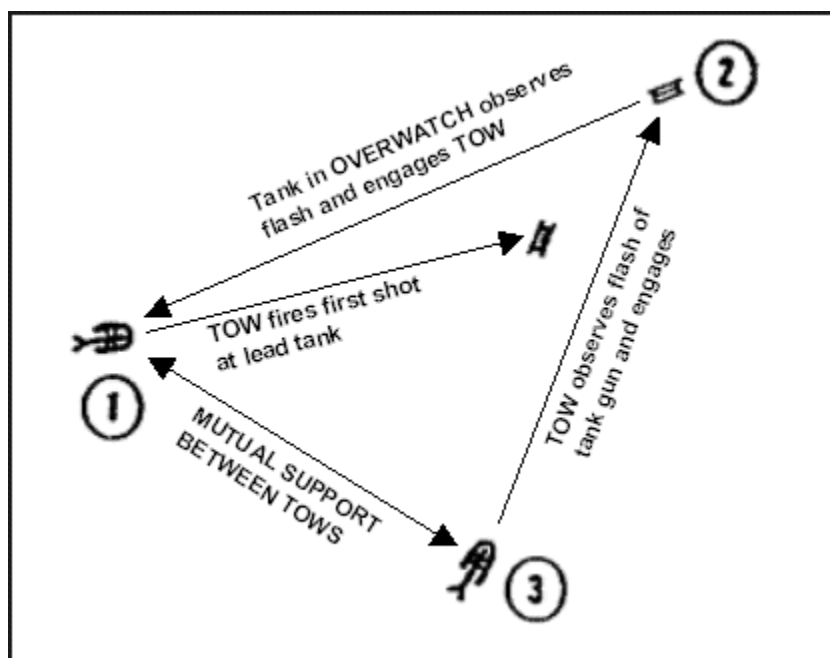
The antiarmor platoon leader is responsible for the training, maintenance, and tactical employment of the platoon. His responsibilities encompass planning, coordinating, and integrating the platoon's fire to fit the company tactical plan. He is thoroughly familiar with the capabilities of his antiarmor systems and skilled in their use. He employs his platoon tactically based on orders from the antiarmor company commander or the maneuver commander he is supporting.

The antiarmor section leader is responsible for the discipline and training of his two antiarmor squads and the maintenance of their equipment. In combat, he selects the location of primary, alternate, and supplementary firing positions, and controls the movement of the section between positions. He controls the section's fire and coordinates mutual support with tanks and infantry near his position.

Mutual support is the support that units render to each other against an enemy because of their assigned tasks, their relative positions (with respect to each other and the enemy), and their inherent capabilities. Mutual support is established by:

- Employment of TOW by section.
- Assigning overlapping sectors of fire between sections.

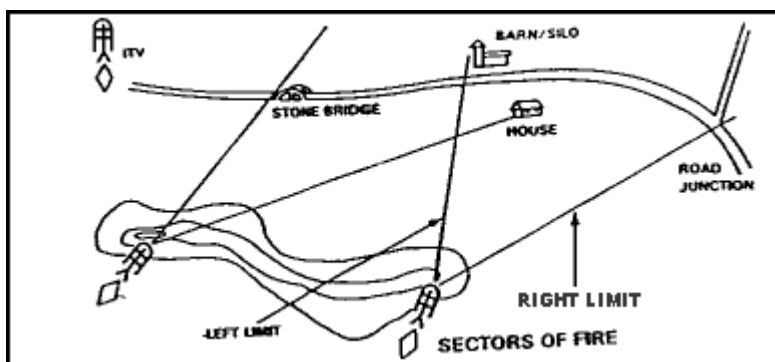
Employment of TOW by section establishes mutual support between two antiarmor squads. If one squad is attacked or forced to displace, the other squad can continue to cover their assigned sector ([Figure 1-54](#)). To achieve this, antiarmor squads position themselves so that enemy fires directed at one squad do not suppress the other. Another aspect of mutual support, protection against ground attack, is accomplished by positioning near or within supporting distance of accompanying or supported infantry.



**Figure 1-54. Employment by Section.**

Overlapping sectors of fire ([Figure 1-55](#)) are essential to mutual support and may be accomplished with primary or secondary sectors of fire. Secondary sectors of fire are used to achieve mutual support when:

- Units are widely dispersed.
- Fields of fire are restricted by terrain.
- There is more than one armor avenue of approach.



**Figure 1-55. Overlapping Sectors of Fire.**

By correctly applying the fundamentals of antiarmor employment, the elements of the antiarmor company greatly increase their survivability and effectiveness on the battlefield. The fundamentals are:

- Provide mutual support.
- Provide security.
- Strive for flank shots.
- Use standoff range.
- Use cover and concealment.

- Employ in depth.

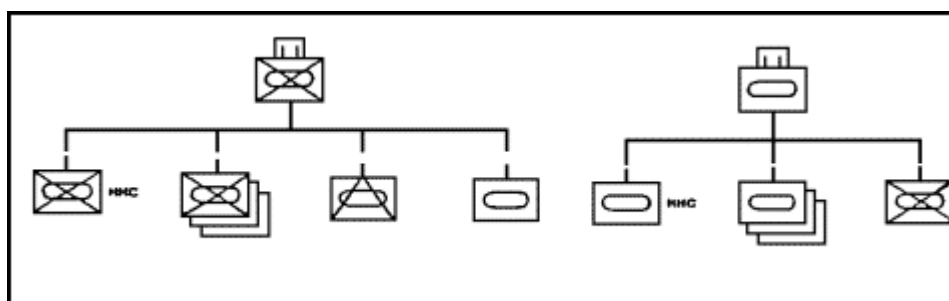
A company team is a combination of tank and mechanized infantry platoons under the command of one company commander. A team will normally have three platoons, but it may have as few as two or as many as four. More than four maneuver platoons will generally exceed the command and control capability of a team commander. Similar to a task force (which will be discussed next) the team is tank-heavy, balanced, or mech-heavy, depending on the mix of platoons. Normally, a mech-heavy team will be formed under a mechanized infantry company and a tank-heavy team will be formed under a tank company.

Automatically forming company teams within a task force (to provide additional antitank support for the infantry and to provide close-in protection for armor) will not always provide for the best use of available forces. Commanders must carefully consider the factors of METT-T and then, if required, form company teams of the appropriate mix to accomplish the mission. There will be occasions when there is no requirement to task organize below battalion level.

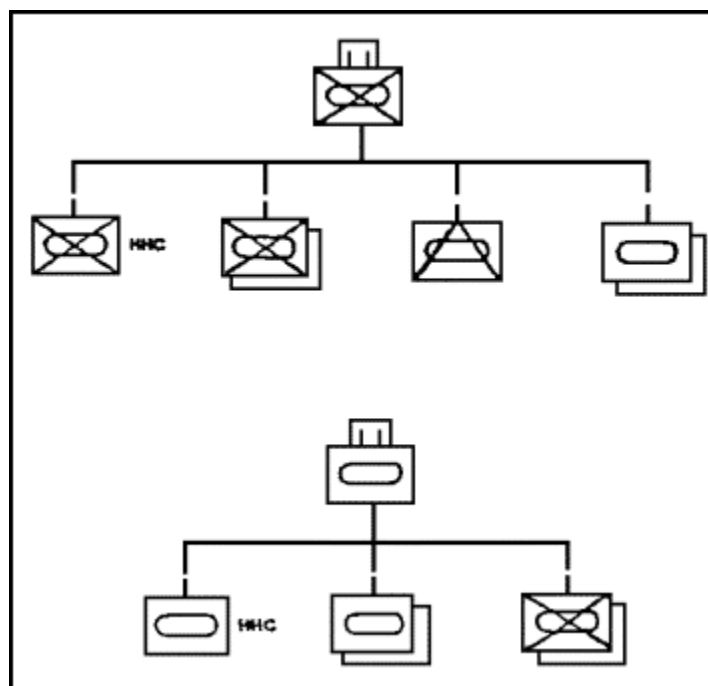
Since the formation of company teams is likely, and since command, control, and service support of a company team is more difficult and complicated than for a pure company, company commanders must be well trained to command a company team. They must be proficient at employing the elements of both armor and infantry, as well as be aware of the unique service support requirements of each. This means that units must continue to train for cross-attachment at company level, but operationally the need for company teams must be carefully assessed prior to forming them. The company team will be discussed in greater detail later in this part of the lesson.

A battalion task force is formed at the direction of the brigade commander. He will also determine the appropriate mix of combat, combat support, and combat service support elements required to accomplish the mission, and which units will provide particular assets to the task force being formed.

When a battalion task force is formed, usually one or more companies will be cross-attached with another battalion. For example, a tank battalion might detach a tank company to a mechanized infantry battalion in exchange for a mechanized infantry company. The battalion task force may be tank-heavy (more tank companies than mechanized infantry companies), mechheavy (more mechanized infantry companies than tank companies), or balanced (equal number of tank and mechanized infantry companies). Normally a mech-heavy task force will be formed under a mechanized infantry battalion headquarters; and a tankheavy task force will be formed under a tank battalion headquarters. [Figure 1-56](#) shows the organization of a mechheavy and tank-heavy task force. [Figure 1-57](#) shows the organization of a balanced task force.



**Figure 1-56. Mech-Heavy & Tank-Heavy Task Force.**



**Figure 1-57. Balanced Task Force.**

The battalion task force is composed of its organic headquarters and headquarters company, one or more of its organic companies, one or more tank or mechanized infantry companies, and additional combat support and combat service support assets necessary to accomplish the mission. It will normally have four maneuver companies under its command, but it may have as few as two or as many as five companies. Five companies are generally the maximum a commander can adequately command and control.

The battalion commander must insure that companies detached to another unit take an adequate share of the battalion's combat service support assets with them. This includes classes I, III, V, and IX, maintenance, and medical vehicles. Similarly, he must insure that companies attached to his battalion have adequate service support.

The mission of the battalion task force is to close with and destroy enemy forces, using fire, movement, and shock effect in coordination with other arms.

In terrain suitable for employment of a mechanized infantry and tank battalion task force, commanders can apply all their inherent combined arms, mobility, firepower, and shock effect to:

- Conduct continuous operations, 24 hours a day.
- Move to contact independently, or as part of a larger force.
- Attack to seize, overrun, penetrate, or envelop prepared enemy defenses or strongpoints.
- Conduct exploitation and pursuit operations as part of a larger force.
- Conduct reconnaissance in force and raids.
- Defend from or attack villages, towns, and strip areas.
- Continue operations in all weather and visibility to include night operations.
- Operate in an NBC and EW environment.
- Move rapidly in any direction to defend from battle positions.
- Conduct river-crossing operations.
- Conduct rear area combat operations.
- Defend from battalion or company-size strongpoints.
- Mechanized infantry also has the capability of conducting air assault operations.
- Mechanized infantry also has the capability of conducting infiltration operations.

Limitations on a battalion task force are:

- Mobility and long-range engagement capability of the battalion task force may be restricted by terrain in jungles, forests, towns, urban areas, and mountains.
- Water obstacles may significantly slow the battalion task force.
- Dismounted infantry is vulnerable to small arms, artillery, and mortar fire.
- Tank elements have difficulty in defending positions against enemy infantry.

## 2. Battalion Task Force Command and Control.

Command and control is the exercise of command, the means of planning and directing campaigns and battles. Its essence lies in applying leadership, making decisions, issuing orders, and supervising operations.

Command authority is derived from law and regulation. It is accompanied by commensurate responsibility that cannot be delegated. To accomplish specific functions, the commander may delegate his authority to his subordinates. The commander is, however, solely responsible for his command. He meets his responsibilities through leadership, planning, making decisions, and issuing orders, and personally supervising the execution of his orders. The commander exerts authority to direct actions and to establish standards that insure accomplishment of the mission. The soundness of his judgment and the principles and techniques he employs determines the effectiveness of his leadership.

Leadership is a personal and intangible quality that is a combination of example, persuasion, and compulsion; it serves as an extension of the commander's self. The leadership characteristics and traits displayed in his daily activities help him inspire his command and earn their respect, confidence, willing obedience, and loyal cooperation.

The successive commanders and leaders through which command actions are directed form the chain of command. Military operations demand strict adherence to that chain. Under unusual or extreme conditions the commander may find it necessary to bypass echelons of the chain of command. When this occurs, the commander bypassing the chain automatically assumes responsibility for orders given,

and the intermediate commander is informed of the actions taken as soon as possible. The normal chain of command is re-established at the earliest opportunity. On occasion, loss of communication may preclude issuing orders to subordinates. In that event, the subordinate is expected to act based upon the commander's intent. For this reason, it is imperative that subordinates are constantly apprised of the situation and the intent of the commander. Commanders must prescribe the succession of command for all contingencies, from temporary absences to the loss of the commander and the staff. The relationship between the battalion commander and other commanders and leaders is determined by the relationship of the unit to the battalion. As has been discussed earlier in this lesson, there are four possible relationships: assigned, attached, supporting, and operational control.

The purpose of the command and control system is to provide the commander accurate, timely information in order to make decisions, and assist him in preparing orders and supervising operations. The system must be responsive to mission requirements and effectively facilitate continuous planning, coordination, and assessment in every situation. The command and control system consists of three components:

- Command and control process.
- Command and control organization and facilities.
- Command and control communications.

The command and control process consists of the procedures and techniques used to make and execute tactical decisions. Functional standing operating procedures (SOPs) which detail the responsibilities of personnel and staff sections and routine operations greatly facilitates the planning and execution of these decisions. Units should be trained on the provisions of SOPs and update SOPs as required.

### 3. Transition to J-Series TOE.

The Army has been and will be transitioning to the Division 86 structure described by the J-edition tables of organization and equipment (J-TOE). Some battalions will receive their BIFVs as they are converted to the J-TOE; others will convert to the J-TOE before they receive their new equipment.

Tank battalions will be receiving M1 tanks at a different rate than mechanized battalions will receive the BIFV. Thus, it is possible there may be varying mixes of vehicles within a particular division as the Army makes the transition to the new TOE. For example, some battalion task forces may be equipped with the M113 APC and the M1 Abrams tank. Other task forces may be equipped with the M2 BIFV and the M60-series tank. Eventually, there will be many task forces that will have both the M2 BIFV and the M1 tank. Because of the way units will receive their new equipment, it is not envisioned that M113s and M2s or M1s and M60s will be mixed in the same battalion task force. Since all units will not receive the new equipment at the same time, commanders must be prepared to fight a force mix of vehicles.

The essential difference between a battalion task force in transition and those in the final organization is in the type of vehicles organic to the line companies. The differences in weaponry, mobility, and survivability of the different types of vehicles are the overriding factors when planning and conducting operations.

The following is a list of those differences between the M1 and M60 series tanks:

### Mobility

- The suspension system of the M1 permits it to negotiate wider and higher obstacles than the M60.
- The M1 will generally move cross-country 30 percent faster than the M60.

### Survivability

- The M1s armor protection is better.
- The improved armor also means that the radiological protection is 1/3 times greater than the M60.
- The agility and quickness of the M1 make it difficult for enemy gunners to track.
- The lower profile makes the M1 more difficult to acquire and easier to conceal.

### Fire Control Equipment

- Thermal sights combined with the on-board computer allows the M1 to see and shoot accurately under all visibility conditions.
- The M1s stabilization system permits accurate fire while on the move.

[Figure 1-58](#) compares the M1 and M60 tanks.

|                               | <u>M60</u>        | <u>M1</u>         |
|-------------------------------|-------------------|-------------------|
| Combat Weight (tons)          | 57                | 60                |
| Height                        | 129'              | 93.5'             |
| Width                         | 143'              | 143.8'            |
| Ground Clearance              | 18'               | 19'               |
| Acceleration (0 to<br>20 mps) | 25                | 30                |
| Road Spd (mph)                | 14.1 sec          | 5.5 sec           |
| Cross Country Speed<br>(mph)  | 25                | 30                |
| Cruising Range (mile)         | 280               | 275               |
| Vertical Obstacle             | 36'               | 49'               |
| Trench                        | 102'              | 108'              |
| Fording Depth (w/o kit)       | 48'               | 48'               |
| Main Armament (round)         | 105-mm (63)       | 105-mm (55)       |
| Range (meters)                | 1200              | 1200              |
| Coax                          | 7.62-mm           | 7.62-mm           |
| Range (meters)                | 900               | 900               |
| Primary Fire Control          | Thermal           | Thermal           |
| NBC Protection                | Collective        | Collective        |
| Integral Smoke                | Launcher & Engine | Launcher & Engine |
| Armor                         | Homogenous Steel  | Special           |
| Survivability                 | Good              | Excellent         |

**Figure 1-58. M1/M60 Comparison.**

The following is a list of those differences between the M2 and the M113.

### Mobility

- The suspension system of the M2 permits it to move crosscountry at a much greater speed than the M113.

- The suspension system also permits the M2 to negotiate wider and higher obstacles than the M113.

### Survivability

- Armor protection is improved.
- Increased acceleration has provided agility and quickness which makes the M2 difficult for enemy gunners to track.
- Infantry can assault objectives mounted without being exposed to the enemy's small arms fire or from shrapnel from indirect fire weapons.

### Firepower and Fire Control

- The organic weapons of the M2, the 25-mm gun and the TOW, provide the vehicle with an unprecedented improvement in firepower. Mechanized infantry can now kill tanks beyond the range of accompanying armor, be it M1 or M60. The 25-mm also provides the capability of killing BMPs and soft-skinned vehicles out to 3,000 meters. The coaxially mounted 7.62-mm machine gun provides effective antipersonnel fire and fires against soft-skinned vehicles out to 900 meters.
- Thermal sights allow the M2 to see and shoot under all visibility conditions.
- The stabilization system permits accurate fire while on the move. Firing port weapons provide all-around security and suppression.

[Figure 1-59](#) compares the M2 BIFV and the M113 APC.

|                               | <u>M113A1</u> | <u>M2 BIFV</u>    |
|-------------------------------|---------------|-------------------|
| Combat Weight (tons)          | 12.3          | 23.5              |
| Height                        | 87'           | 116'              |
| Width                         | 106'          | 126'              |
| Ground Clearance              | 16'           | 18'               |
| Acceleration<br>(0 to 20 mph) | 8.6 sec       | 7.7 sec           |
| Road Speed (mph)              | 40            | 41                |
| Cross Country Speed<br>(mph)  | 20            | 30                |
| Cruising Range (mile)         | 300           | 300               |
| Vertical Obstacle             | 24'           | 36'               |
| Trench                        | 67'           | 100'              |
| Fording Depth                 | Swim          | Swim              |
| Main Armament                 | .50 cal       | 25-mm             |
| Range (meters)                | 1200          | 3000              |
| Secondary Armament            | Dragon        | TOW               |
| Range (meters)                | 1000          | 3000              |
| Coax                          | None          | 7.62-mm           |
| Primary Fire Control          | None          | Thermal           |
| NBC Protection                | Individual    | Individual        |
| Integral Smoke                | Launcher      | Launcher & Engine |
| Armor                         | Aluminum      | Spaced Laminate   |
| Survivability                 | Poor          | Good              |

**Figure 1-59. M2/M113 Comparison.**



#### 4. Company Team Organization.

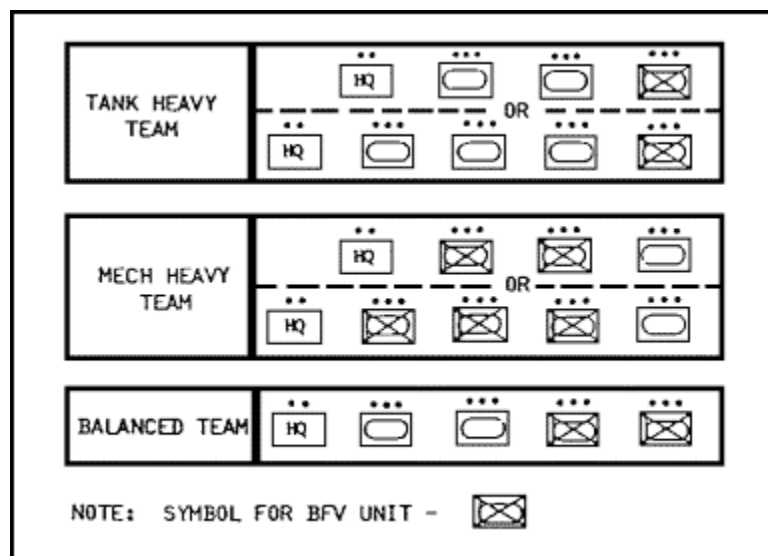
The company team may consist of a complete company (tank or mechanized infantry) with one or more combat or combat support elements attached, or a company with one or more elements detached and one or more combat elements attached. Normally, a mech-heavy team will be formed around a mechanized infantry company headquarters and tank-heavy team will be formed under a tank company headquarters. The platoon is the smallest maneuver element attached to another organization.

#### THE COMPANY TEAM

##### Capabilities

- Conduct operations requiring a high degree of firepower, mobility, armor protection, and shock effect.
- Destroy enemy armor at long and close-in ranges.
- Destroy mounted and dismounted infantry.
- Conduct continuous operations under all weather conditions in most terrain.

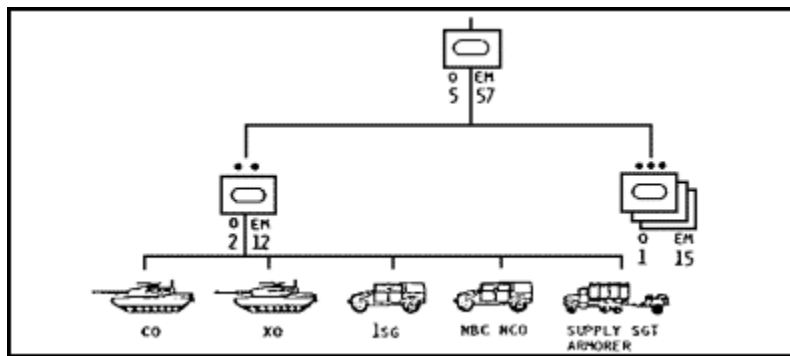
The company team is tailored by the battalion task force commander for a specific operation or mission, based on the factors of METT-T. It may be task organized in any one of several configurations ([Figure 1-60](#)).



**Figure 1-60. Company Team Organization.**

#### THE TANK COMPANY

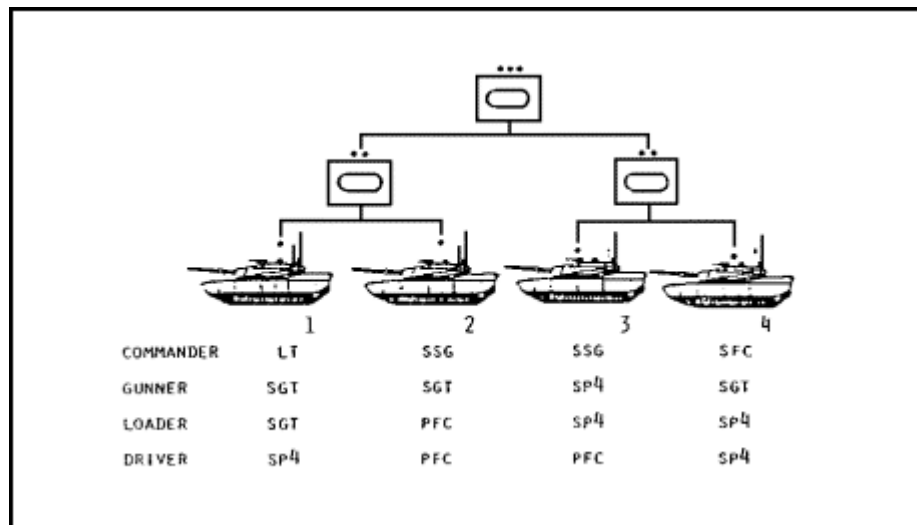
Tank companies are organized to fight the enemy either pure or with a cross-attached mechanized infantry platoon(s). The company consists of three platoons of four tanks each, and two additional tanks in the company headquarters section manned by the commander and the executive officer (XO) ([Figure 1-61](#)). The function of the company is to defeat the enemy in combat as part of the battalion task force.



**Figure 1-61. The Tank Company.**

## THE TANK PLATOON

The tank platoon is organized to fight pure as the smallest maneuver element. It consists of four tanks, organized into two sections, led by the platoon leader and the platoon sergeant ([Figure 1-62](#)). The tank platoon moves, attacks, defends, and conducts other tasks to support the company team's mission. The tank is armed with the main gun and two or three machine guns.



**Figure 1-62. The Tank Platoon.**

## Capabilities

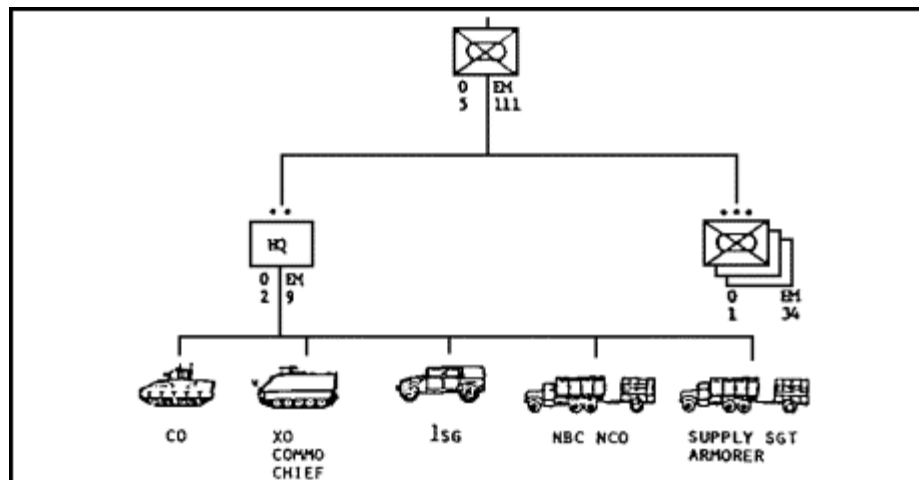
- Conduct operations requiring a high degree of firepower, mobility, armor protection, and shock effect.
- Attack or counterattack under hostile fire.
- Destroy enemy tanks and other armor vehicles by fire.
- Support mechanized infantry units by fire, movement, and shock effect.
- Exploit breakthroughs with high cross-country mobility.
- Rapidly exploit the effects of mass-destruction weapons.
- Conduct combat operations under limited-visibility conditions employing night-vision devices and other surveillance measures.

### Limitations

- Limited maneuverability in built-up areas and heavily-wooded terrain.
- Vulnerable to antitank weapons.
- Slow speed in crossing water obstacles and has no swim capability.
- Difficulty in identifying infantry and antitank gunners in close terrain.

### THE MECHANIZED INFANTRY COMPANY

Mechanized infantry companies are organized to fight the enemy either pure or with a cross-attached tank platoon(s). The mechanized infantry company can fight mounted from their vehicles or dismounted as dictated by the factors of METT-T and the commander's intent. The company consists of three platoons with four Bradley Fighting Vehicles (BFV) each and a company headquarters with one BFV manned by the commander and one M113 manned by the XO (Figure 1-63). Like the tank company, the function of the mechanized infantry company is to defeat the enemy in combat as part of the battalion task force. The M2 provides the mechanized infantry company with the capability to destroy tanks with antitank guided missiles (ATGMs), and BMPs and other lightly armored vehicles with cannon fire. The mechanized infantry can now participate in the battle with the tanks. They now truly have the ability to move, attack, and defend mounted and dismounted.



**Figure 1-63. The Mechanized Infantry Company.**

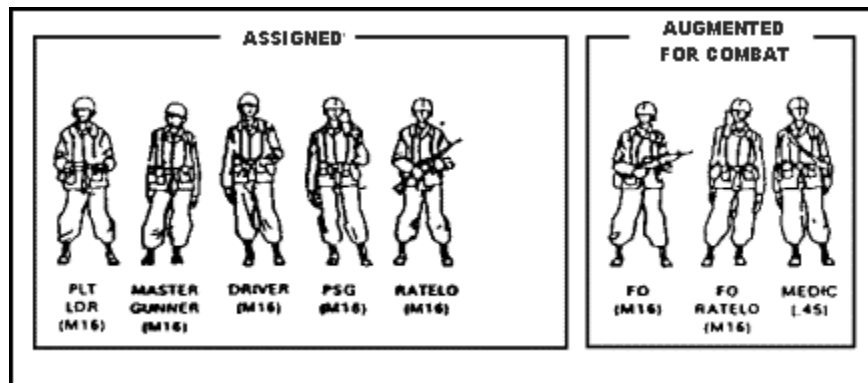
Mechanized infantry can fight in a dismounted role with or without support from its BFVs. Mechanized infantry will normally dismount to:

- Clear woods, buildings, obstacles, and dug-in positions.
- Conduct infiltration attacks.
- Secure prisoners.
- Dig in and hold key and decisive terrain.
- Provide active security (observation posts [OP] and patrols).
- Ambush mounted or dismounted enemy.
- Lay mines or emplace obstacles and clear enemy minefields and obstacles.
- Attack antitank defenses.
- Attack across hindering terrain and during limited visibility.

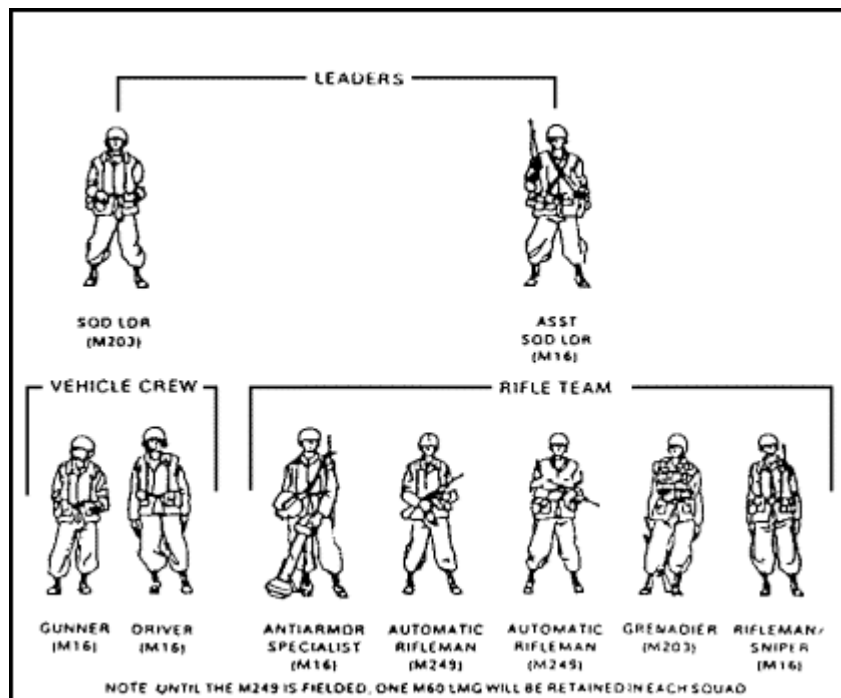
- Provide limited overwatch (within the range of dismounted weapons) to support the advance of armored vehicles.
- Protect tanks, BFVs, and improved TOW vehicles (ITVs) from close-in assault.

## THE MECHANIZED INFANTRY PLATOON

The mechanized infantry platoon consists of infantrymen mounted in four BFVs. It is organized into a platoon headquarters ([Figure 1-64](#)) and three rifle squads ([Figure 1-65](#)). The platoon can fight as a platoon or as two elements consisting of a BFV element of four BFVs and a dismounted element. The platoon is armed with antitank missiles, 25-mm cannons, machine guns, hand grenades, mines, and other weapons issued according to the situation.



**Figure 1-64. Bradley Platoon Headquarters Personnel.**



**Figure 1-65. Bradley Squad Organization.**

## Bradley Capabilities

- Destroy tanks with long-range ATGM fire.

- Destroy BMPs and other lightly-armored vehicles with cannon fire.
- Suppress and kill dismounted infantry with cannon and machine gun fire.
- Move mounted as rapidly as tanks, swim streams, and negotiate some soft surfaces that tanks cannot.

#### Dismounted Capabilities

- Clear close terrain and built-up areas of enemy dismounted infantry and ATGMs.
- Protect vehicles from dismounted infantry and close-in ATGM fires.
- Destroy armored vehicles out to 1000 meters with the Dragon.
- Conduct reconnaissance or counterreconnaissance.
- Emplace and guard, or breach, obstacles.

#### Limitations

- Vehicles are more vulnerable to destruction than tanks.
- Dismounted infantry is vulnerable to small arms and indirect fire.
- Require time to mount or dismount infantry.

### COMBAT SUPPORT

Combat support of the company team is provided by the battalion task force and supporting units. This support may include fire from the task force heavy mortar platoon and antiarmor platoon, or field artillery, close air support, and naval gun fire. Air defense is provided from the division air defense artillery battalion. The battalion task force scout platoon may also support the company team. Other combat support is provided by engineer units; nuclear, biological, and chemical (NBC) units; communications-electronics warfare intelligence units; and sometimes military police units. Combat support elements that can work with the company team are the fire support team (FIST), engineer squad, air defense artillery (ADA) elements, remotely emplaced sensor (REMS) team, and ground surveillance radar (GSR) team(s).

### FIRE SUPPORT TEAM

The FIST is the fire support organization at company team level. It is designed to provide fire support planning, coordination, and execution. The FIST has five major duties:

- Plan fires.
- Coordinate fire support.
- Locate targets and request and adjust fire support.
- Report battlefield information.
- Provide emergency control of close air support.

FIST organizations are tailored for each type of maneuver company. The company team fire support officer (FSO) will ride in the commander's vehicle or in the fire support vehicle (FSV). The FSO, regardless of the vehicle he rides in, must stay close to the commander in combat. The mechanized infantry FIST consists of a four-man FIST headquarters mounted in an FSV, and a two-man forward observer (FO) party per platoon. The armor FIST consists of only the four-man FIST headquarters. FO parties are not deployed with tank platoons.

## ANTIARMOR SECTIONS/PLATOONS

Under certain conditions, antiarmor section(s) or platoon(s) from the mechanized infantry battalion task force antitank company may be attached to or placed under the operational control (OPCON) of the company team to augment the team's antiarmor fires.

## COMBAT SERVICE SUPPORT

The company team trains consist of the company team's attached maintenance section, the company headquarters section (minus), and attached CSS elements. The company team trains may be employed as part of the battalion task force unit trains or as company team combat trains. The company team combat trains consist of the maintenance section, recovery vehicle, and the attached medical aid and evacuation team. The company team commander will organize the trains to support the combat operations.

### 5. Company Team Command and Control.

The company commander commands his company. The chain of command is from the battalion commander to the company commander. Within a well regulated company, the command line extends from the company commander to his three platoon leaders and to his XO. The first sergeant is the senior enlisted assistant to the company commander. The XO, platoon leaders, and the first sergeant, therefore, are the contacts through whom the company commander normally exercises command. At company level, the effective exercise of command and control depends primarily on leadership, training, sound SOPs and drills, the effective use of control measures, and good communication techniques.

## LEADERSHIP

There are three prerequisites for effective leadership: intelligence, or the ability to absorb knowledge; alertness, or the awareness of what is taking place; and character, the summation of all personality traits.

The following points are essential to the company commander in developing the morale, esprit, and combat efficiency of their units.

Know Your Job. By demonstrating a thorough knowledge of the many facets of armor/mechanized operations, maintenance, fire control, logistics, and communications the company commander both enhances the chances for combat success for his unit and gains the early respect of his men.

Know Yourself. A company commander must frequently mentally assess himself, determine his shortcomings, and then seek early correction of those deficiencies noted. Commanders must assist the officers under them in their self-evaluations by pointing out their deficiencies and by suggesting methods of correction.

Know Your Men. The individual soldier is and must be the foundation upon which leadership is based. Be available to him. A company team functions at its greatest efficiency only when the maximum efforts of each individual are coordinated into a smoothly functioning team.

Keep Your Men Informed. Many times when things get rough an appraisal--summary--of the company team's situation explained to the men by the company commander will help to get the job done.

Set the Example. Set high standards by leading men and fighting with equipment--often personally (must do both well). Announce those standards and make them apply to everyone, including yourself. Setting the example for the men to follow is one of the best techniques of leadership.

Make Sure the Task is Understood, Supervised, and Accomplished. Issue orders only when orders are necessary; be sure those orders clearly indicate who is to perform the task. Set a time limit for completion of the task. Require a report of completion of each task and insist upon compliance with all orders connected with the task.

Train Your Men as a Team. There is no room for individualism when teamwork is involved. Early and continuous stress on the preceding statement pays large dividends in armor/mechanized combat operations.

Make Sound and Timely Decisions. Decisions must be made and orders issued promptly to allow time for successful execution of the plan at hand. Train to think on your feet.

Seek Responsibility and Develop Responsibility in Your Subordinates. The company commander is responsible to his battalion commander for everything the company (or men in the company) do or fail to do. The company commander should be proud of that responsibility. He can and should delegate a good deal of authority, especially to NCOs, but he cannot delegate his command responsibility.

Employ Your Command Within Its Capabilities. In each task, unless directed otherwise, be reasonably sure of success before getting under way. The continual biting off of more than can be chewed by the unit will result in frequent failures and low esprit.

Take Responsibility for Your Actions. Never pass the buck; that easy and vicious habit must be avoided by the company commander at all costs. If you are wrong accept full responsibility for the failures whether they be evident in the company's performance or in your own personal performance.

REMEMBER! Technical advances have not and will not replace the importance of the individual or the inspiration generated by the company commander's personal leadership.

## RESPONSIBILITY

As the company commander is responsible to the battalion commander for everything the company does or fails to do, in like manner each member of the company looks to the company commander to ensure dry shelter, good rations, warm clothing, and effective use of the soldier's time and effort. The company commander, using his chain of command and established command policies, may delegate certain details and authority to subordinates. But the company commander can never avoid his overall responsibility.

## AUTHORITY

Authority is power. Authority and responsibility work hand in glove. However, all too often, commanders are tempted to delegate tasks while retaining authority. Within policies established by the company commander, officers and NCOs should be given maximum authority to regulate their

respective activities. Delegation of authority is an essential ingredient to a strong chain of command and to dynamic leadership.

## CHAIN OF COMMAND

The successive leaders, through whom orders, directives, and information are passed, form the chain of command. In combat, the loss of communication may preclude issuing orders to subordinates. If this happens, the subordinate must anticipate the actions and orders of his commander. To do this, the commander must make sure all key personnel understand his concept of operations and his intent. Key personnel within the company comprise the ORDERS GROUP. Without this knowledge, platoon and section leaders will not exercise initiative and will not act without orders. For subordinate leaders to display initiative, the commander must keep them informed of the situation and prescribe the succession of command.

The relationship between the company commander and other commanders and leaders is determined by the relationship of their units to the company, as well as their relative position on the battlefield. The lateral coordination among the company commanders on the battlefield is critical to the overall mission accomplishment. The four relationships relative to the company are organic, attached, OPCON, and DS. These relationships are discussed below.

- Organic. Elements assigned to the company that are employed by the company commander and supported with organic assets, in other words, the organic platoons.
- Attached. Elements that are not organic to the unit but are employed and supported as if they were. This is the most common relationship used at the company team level. Example: a mechanized infantry platoon attached to a tank company or a maintenance team, medics, or FIST.
- OPCON. Elements that are not organic to the unit but are employed by the commander. Support other than medical, for the OPCON element is provided by the losing unit commander. The receiving commander must assist in the coordination for this support and take any necessary actions to make sure the element is supported. This command relationship is not used at the company team level.
- Direct support. An element such as an engineer squad, in a direct support role is required to give any support requested within its capability. All CSS requirements remain with the parent unit.

## DUTIES OF KEY PERSONNEL

The division of tasks among key subordinates is very important. The company team commander must clearly outline responsibilities of his XO, FSO, first sergeant, NBC NCO, master gunner, communications chief, and supply sergeant. These items must be included in the SOP. When the company maintenance team from the battalion maintenance platoon is present, that team chief must fully understand his responsibilities. These duties should be included in the unit SOP.

The Executive Officer. The XO is the second in command (2IC). As the second in command of the unit, the XO will take charge of the second most important area or function on the battlefield as determined by the commander. During the battle, he reports the routine battle flow to the battalion task



force tactical operations center (TOC). Prior to the battle, he coordinates with the battalion for combat support actions and coordinates the first sergeant's execution of combat service support actions. He keeps abreast of the tactical situation so that he can keep the commander informed and take over if the commander becomes a casualty. Normally, the XO (2IC) will operate well forward in his assigned armored vehicle. He does not normally engage in the actual fight but positions himself in the nearest available overwatch position where he can see what is going on and communicate with both the battalion task force and lateral units. Thus, the commander fights the company team while the XO reports to the battalion task force and can notify the company commander when the battalion commander wants to speak to him personally.

The Company Fire Support Officer (FSO). Having been apprised of the battalion task force and company team commander's concept of the operation, the FSO develops a fire support plan, which complements the tactical plan, and forwards the company team's planning requirements to the fire support element (FSE) at the battalion task force TOC. He rides in the company team commander's vehicle or his fire support vehicle (FSV) and calls for and adjusts fires as directed by the company team commander and battalion task force FSO. He is also responsible for the coordination of CAS with the tactical air control party (TACP).

The Platoon/Section Leaders. The mechanized infantry platoon leaders, tank platoon leaders, and leaders of attached combat support elements are responsible for the training, tactical employment, and logistics of their platoons. The respective platoon leader must know his platoon's weapon systems, their capabilities and how to tactically employ them. The cross-attached platoon leader must advise the company team commander of his platoon's capabilities and how they can best support the company's mission.

The First Sergeant. As the senior NCO in the company, the first sergeant advises the commander on enlisted matters, as well as many other subjects, and assists him by performing assigned duties, to include supervising the company team's administration, precombat inspections, CSS, maintenance, and training activities. He coordinates CSS matters with the battalion S4, S1, and battalion maintenance officer (BMO). The first sergeant is the CSS operator. He receives CSS reports from the platoon sergeants, provides information to the XO, and assists him in getting the CSS preparations completed. Once the operation begins, he coordinates with platoon sergeants and the XO for requirements, dispatches maintenance and medical personnel when required, renders reports and submits requests to the administrative/logistical operations center (ALOC), and is responsible for the overall CSS execution in the company. He is normally in charge of the company team combat trains.

The Supply Sergeant. The supply sergeant requests, receives, issues, stores, maintains, and turns in supplies and equipment for the company team. The supply sergeant is in charge of the company team assets in the battalion task force field trains. He prepares and maintains required supplies and sends or brings them forward. In the battalion task force field trains, he is under the supervision of the battalion task force, normally the HHC commander.

The Nuclear, Biological, and Chemical NCO. The NBC NCO assists the commander in planning and conducting NBC operations, and advises the commander on the organization and training of the unit's NBC teams. He supervises the maintenance and employment of the company's NBC equipment. The

NBC NCO, or through the XO, relays NBC reports between the company team and the battalion. He advises the commander on areas of contamination, and maintains the radiation status chart. In a tank company, the NBC NCO will operate with the XO in the XO's vehicle or as far forward as the situation will permit. In a mechanized infantry company, the NBC NCO will normally operate forward with the XO, although he may operate from the company combat trains.

The Armorer. The armorer's primary function is to repair the small arms of the company team. He sends weapons to DS maintenance when required. The armorer may also assist the supply sergeant when required. The armorer should work forward to be immediately available to repair the company team's small arms.

The Master Gunner. The company team master gunner is the commander's primary advisor on armored vehicle gunnery training and techniques. There is one master gunner assigned in a tank company and a total of four in an infantry company (one in company headquarters and one in each platoon). He is an expert on the technical aspect of armored vehicle hulls, turrets, and weapon systems. He occupies the gunner's position in the commander's vehicle. He serves as the vehicle commander in the company team commander's absence. The master gunner may also serve as the company operations sergeant.

The Tactical Communications Chief (Infantry Companies). The tactical communications chief is the commander's advisor on all aspects of tactical communications. He is normally located with the company team XO. He is responsible for the installation, operation, and maintenance of field wire communications, telephones, switchboards, and FM radios. He receives and distributes CEOIs. He normally remains well forward with essential tools, test equipment, and spare parts to perform essential repair and maintenance of the communications equipment.

## 6. Introduction to the Bradley Fighting Vehicle.

The Bradley fighting vehicle (BFV) represents the most dramatic improvement in infantry combat capability since the introduction of the machine gun. The infantry now has unprecedented firepower, armor protection, and battlefield agility; yet, it retains its traditional role of fighting on foot.

The BFV is not an improved armored personnel carrier (APC), it is truly a fighting vehicle. Infantrymen must master this new dimension. The fundamentals of tactical doctrine remain unchanged, but they must be modified to capitalize on the BFVs capabilities and its role in combat.

The BFV is an excellent companion to the M1 Abrams main battle tank in the combined arms team. It is unique in that it is a very capable combat vehicle that requires a fully trained crew to properly fight the vehicle; yet, at the same time, it carries a rifle team whose primary role is to dismount and fight on the ground. The leadership of the BFV platoon is balanced between the fighting vehicle and the dismounted rifle team. Many of the old methods of command and control, and roles of the leaders are evolving to accommodate this new and powerful capability.

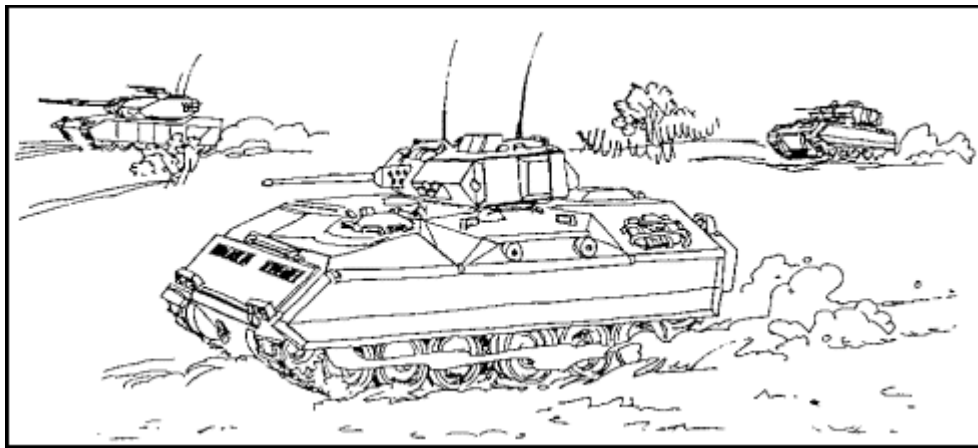
The basic level of tactics for Bradley infantry is the platoon. Below this level, Bradley squads normally execute drills. The decisions of fighting mounted or dismounted as well as decisions on the interaction between the dismounted rifle teams and BFVs of the platoon are made at platoon level.

## BATTLE DRILLS

Battle drills are standardized actions in response to common battlefield occurrences. They are designed for rapid reaction situations. Battle drills are set plays and should be established for mounted and dismounted operations, become a part of the platoon SOP, and be practiced to perfection. Though the estimate process should be used and the factors of mission, enemy situation, terrain and weather, and troops and time available (METT-T) should be analyzed, time is often not available to do so. Therefore, drills must replace the METT-T analysis process in those situations.

## EMPLOYMENT CONSIDERATIONS

There will be times when mounted infantrymen can observe the battlefield, fire their weapons, and be protected by the vehicle's armor, but the fighting vehicle ([Figure 1-66](#)) is not invulnerable. The armor protects against small arms and machine gun fire (up to 14.5-mm) and shell fragments; it does not protect against tank or antitank guns, missiles, or rockets.

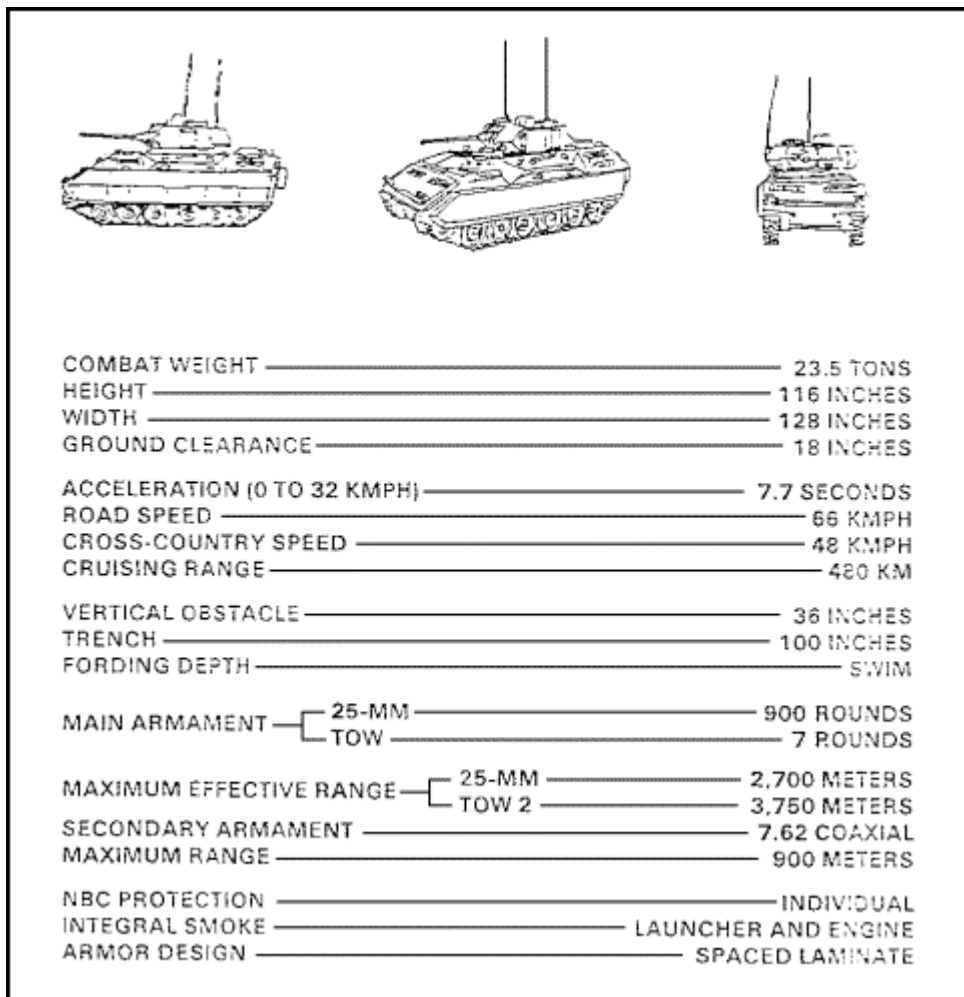


**Figure 1-66. The Bradley Fighting Vehicle.**

The infantry leader must carefully analyze every situation and weigh the advantages and disadvantages of mounted and dismounted combat. The capability of the vehicle makes fighting mounted a possibility; however, many combat tasks can only be performed dismounted. That is why there are infantrymen in the vehicle. When infantrymen dismount to perform their traditional tasks, they will have unprecedented supporting firepower from the BFV.

When the situation requires dismounted operations, the normal relationship between the squad and the BFV changes. At the moment of dismount, the squad reorganizes into two elements: the vehicle crew and the rifle team. In addition, the relationship of the squad leader to the BFV squad is also changed since both elements cannot be effectively controlled by one man after dismount occurs. The squad leader controls one element and the assistant squad leader controls the other. Both leaders report directly to either the mounted or dismounted element leader (platoon leader or platoon sergeant) while overall control of the platoon continues to be exercised by the platoon leader.

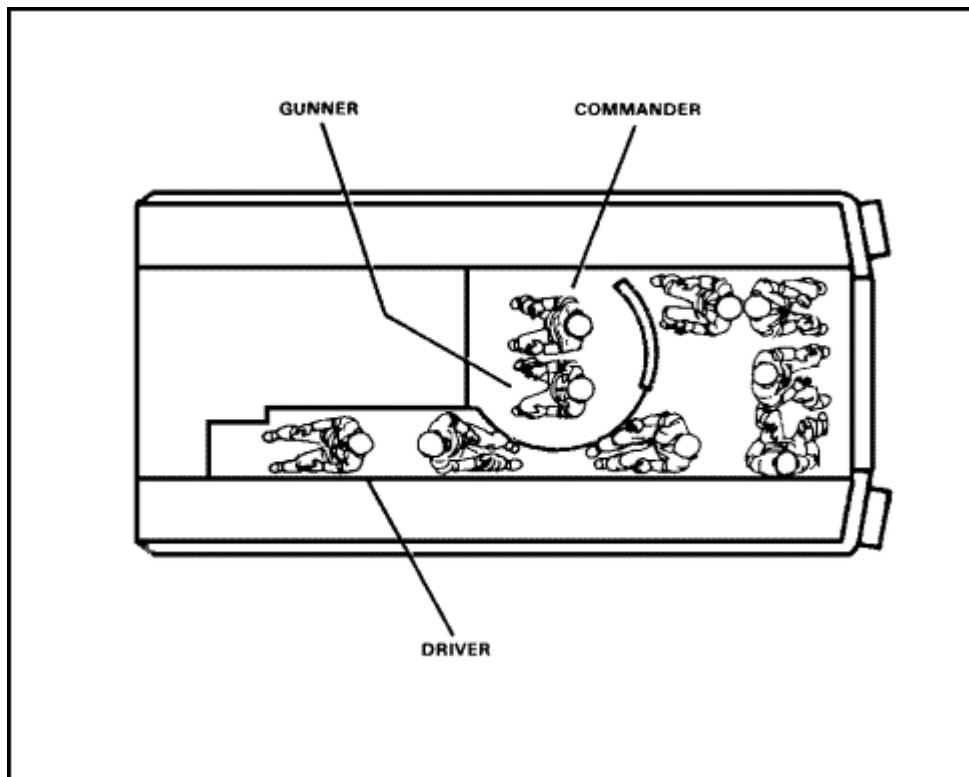
[Figure 1-67](#) gives the characteristics of the Bradley fighting vehicle. These characteristics must be considered when deciding how to employ the BFV platoon.



**Figure 1-67. BFV Characteristics.**

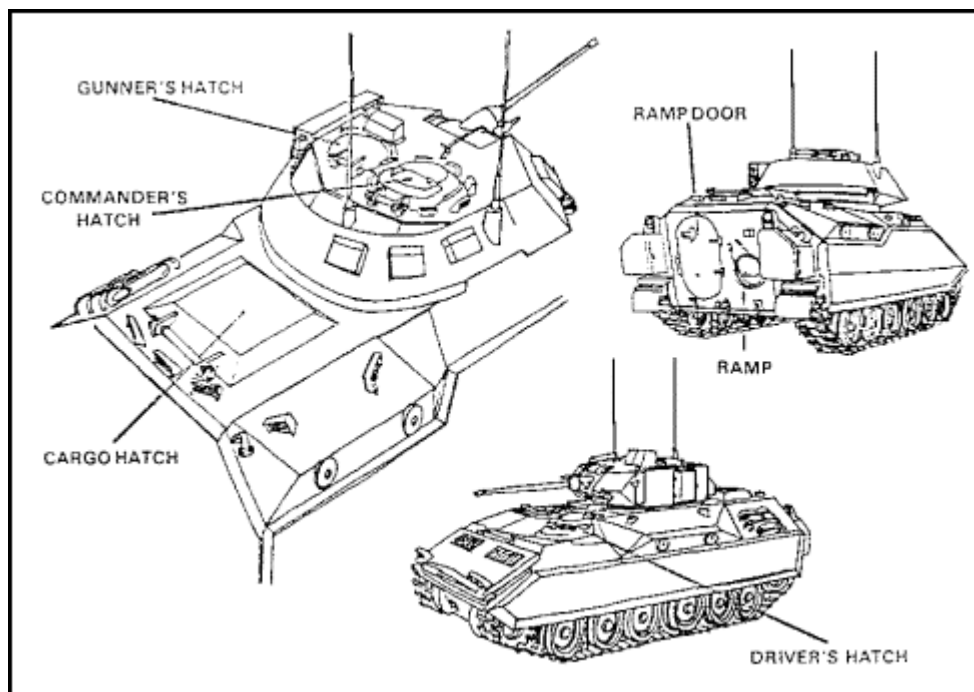
## PERSONNEL

The BFV carries a nine-man squad. The commander and the gunner ride in the turret. The driver rides in the left front station. The other six men ride in the rear troop compartment. Vision blocks are available so that all squad members can view a portion of the battlefield. All six men in the troop compartment operate firing-port weapons. The BFV commander and the gunner can operate all the turret weapons. [Figure 1-68](#) shows the seating arrangements in the BFV.



**Figure 1-68. BFV Personnel Seating.**

The squad can rapidly mount or dismount the vehicle through six points: commander's hatch, gunner's hatch, driver's hatch, cargo hatch, ramp door, and ramp. [Figure 1-69](#) shows the BFV dismount points.



**Figure 1-69. BFV Dismount Points.**

## MOBILITY

The BFV has acceleration and speed far superior to the APC. Cross-country speeds of 48 kilometers per hour (kmph) can be expected; its cruising range is 480 kilometers.

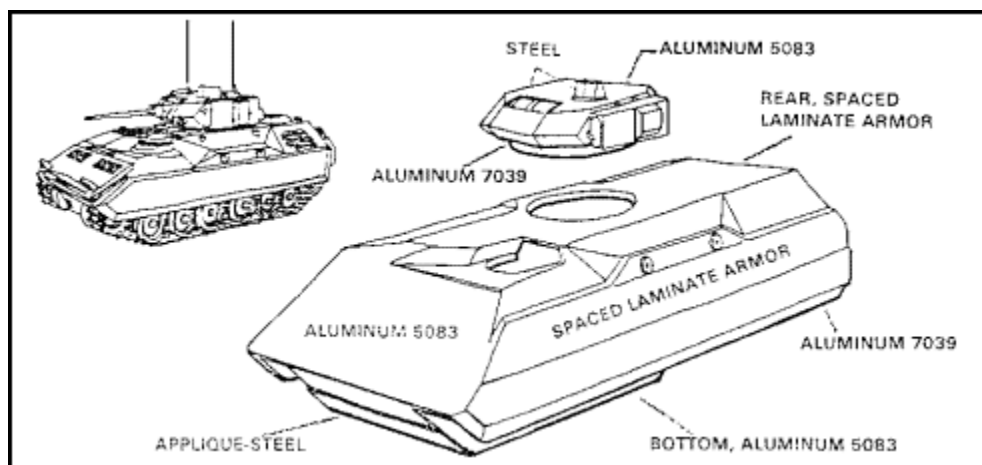
Mobility and agility come from the combination of engine power, power train efficiency, and suspension system.

- Engine power. The 500-horsepower (hp), turbocharged diesel engine permits rapid acceleration and sustained high speeds.
- Power train efficiency. The hydromechanical transmission permits the driver to maneuver the vehicle easily, even in difficult terrain.
- Suspension system. The suspension system has 14 inches of vertical wheel travel and high-performance shock absorbers. These allow the vehicle to move over the roughest terrain at high speeds with minimum shock and stress to the squad and the vehicle.

## ARMOR PROTECTION

Through the use of special armorplate materials, surface slope, and a unique laminate armor system, the BFV has maximum armor protection for its weight (49,200 pounds with combat load [class 25]).

Even though the BFV's armor cannot compare to that of a tank, it can withstand projectiles up to and including 14.5-mm on all sides. The BFV's armor cannot defeat antiarmor weapons, but clever use of terrain and skillful application of the vehicle's mobility and suppressive firepower can decrease its vulnerability. [Figure 1-70](#) shows the BFV's armor protection.



**Figure 1-70. BFV Armor Protection.**

## FIREPOWER

The vehicle's main armament is a 25-mm high-velocity, flat-trajectory, rifled, fully automatic externally powered gun. The BFV's armament also includes a two-tube antitank missile launcher, and a 7.62-mm coaxially mounted machine gun. The all-electric, fully stabilized turret permits fire even when the vehicle is moving over rough terrain.

As the primary BFV weapon, the 25-mm gun accurately delivers both armor-piercing and high-explosive (HE) rounds. The 25-mm armor-piercing discarding sabot (APDS) round can penetrate the Soviet BMP and similar lightly armored vehicles out to 2,700 meters. The high explosive incendiary-tracer (HEI-T) is excellent for suppressing antitank guided missiles (ATGM) and crew-served weapons out to 2,500 meters (tracer burnout limit). Nine hundred rounds of 25-mm ammunition can be carried aboard the BFV; only 300 can be loaded at any given time. Reloading the ready boxes for the 25-mm is time consuming and difficult to do on the move. All leaders and gunners must be aware of the operational impact of using all of the ammunition in the ready boxes. In addition, if the remaining few rounds are fired after the LOW AMMO light comes on, and all of the ammunition is used, it requires even more time because the new ammunition must be fed directly into the gun, rather than linking it to ammunition in the tray. The 25-mm gun is designed to be used primarily against BMPs and lightly armored vehicles, and to suppress enemy troops who are dug in or in built-up areas.

### **WARNING**

The BFV should never fire armor-piercing discarding sabot ammunition while dismounted friendly troops are within a gun arc of 10 degrees and within 400 meters unless overhead cover is available for the dismounted troops. If rounds are fired over the dismount element, dismounted infantrymen could be endangered by pieces of metal or plastic that fall off rounds fired from the BFV.

The tube-launched, optically-tracked, wire-guided (TOW) missile is an accurate antitank weapon from 65 to 3,750 (TOW 2) meters. Two TOW missiles can be carried in the turret-mounted launcher. There is internal space for stowing five missiles, either TOW missiles or Dragons or a mix.

### **WARNING**

The vehicle must be level for the TOW to be fired.

The 7.62-mm coaxial machine gun is an accurate and reliable antipersonnel weapon. The main use of this weapon is against close-in dismounted forces. It can also be used to suppress crew-served weapons and engage unarmored vehicles and aircraft out to 900 meters (tracer burnout). The BFV can carry 2,340 rounds of 7.62-mm ammunition.

The rifle team can dismount the BFV with the following weapons: one M47 Dragon medium antitank system; two M203 40-mm grenade launchers (mounted on M16A1 rifles); five additional M16A1 5.56-mm rifles; two 5.56-mm squad automatic weapons (SAW); and light antitank weapons (LAW), grenades, and mines. Until the M249SAW is fielded in mechanized units, one M60 light machine gun (LMG) will be retained by the squad. The vehicle has stowage space for 2,520 5.56-mm rounds for the M16A1 rifles and SAWs. These figures do not include the ammunition the soldiers may carry in load-bearing equipment (LBE).

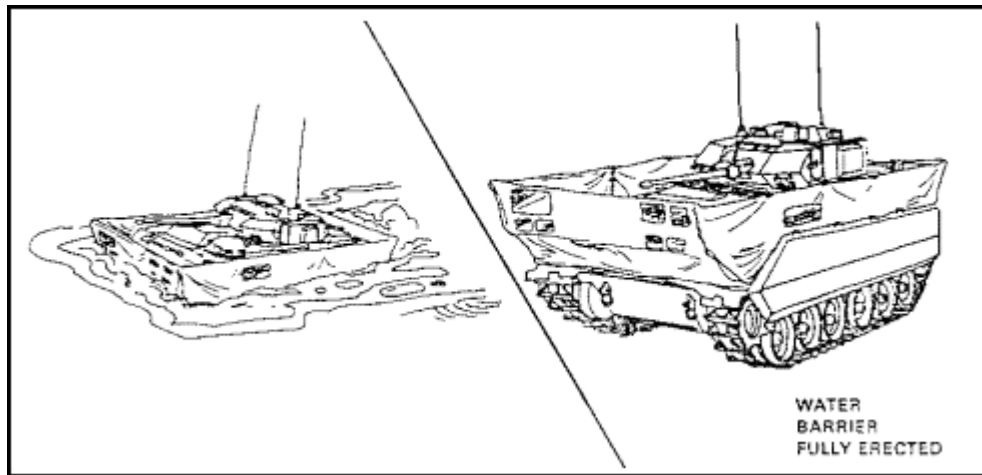
### **COMMUNICATIONS**

The BFV's communications systems provide for control of mounted and dismounted operations. All four platoon vehicles have an AN/VRC-46 radio and two of the vehicles, those of the platoon leader and platoon sergeant, also have an AN/GRC-160 radio. In addition, each fighting vehicle has an intercommunications (intercom) system.

For dismounted operations, the AN/GRC-160 radio can be backpacked in an AN/PRC-77 configuration. The platoon's communications ability will be enhanced by the future introduction of the SINCGARS, secure-voice family of radios.

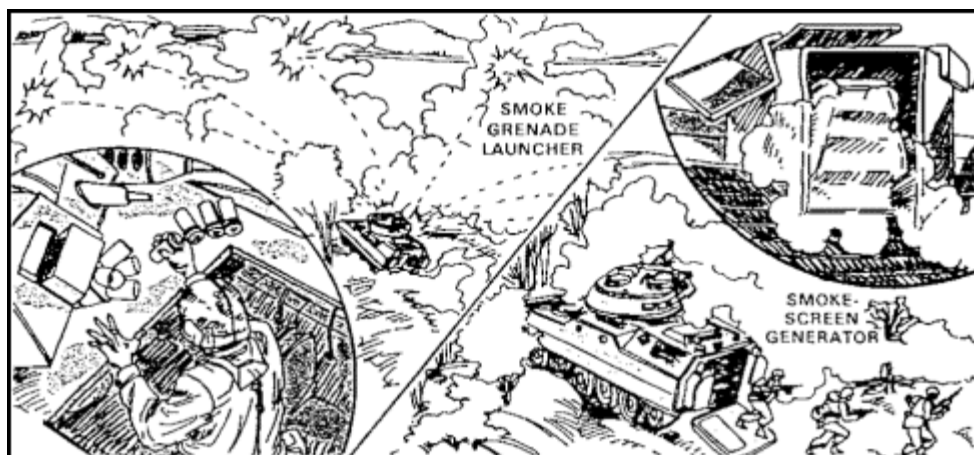
#### WATER-CROSSING CAPABILITY

The BFV can ford up to 3.5 feet of water with little preparation. With its water barrier erected ([Figure 1-71](#)), the vehicle can swim water obstacles with currents up to 6.4 kilometers per hour. It has a maximum speed of 7.25 kilometers per hour while swimming. The vehicle's barrier requires about 15 minutes to erect. The BFV requires an exit bank slope not greater than 17 percent and can fire both its 25-mm and 7.62-mm systems while swimming, though care must be taken not to hit the trim vane/water barrier.



**Figure 1-71. BFV Onboard Water Barrier.**

The BFV has two onboard smoke systems ([Figure 1-72](#)). The first, a smoke-screen generator, creates a dense smoke cloud by introducing diesel fuel into the engine's exhaust system.



**Figure 1-72. BFV Onboard Smoke Systems.**

The BFV also has eight smoke-grenade launchers mounted on the front of the turret, four to a side. They are fired simultaneously and they produce a dense cloud of smoke around the vehicle. The launchers must be reloaded from the outside before they can be refired.



Smoke obscurants can be effective as a defense against attacking threat helicopters and fixed wing aircraft. They can also be used for obscuring air or ground-launched guided missiles.

#### LIMITED VISIBILITY

Using the integrated sight unit in the thermal mode, the Bradley commander and gunner can observe the battlefield day and night to detect and engage targets in any degree of visibility with the 25-mm gun, the TOW, or the 7.62-mm coaxial machine gun. The daysight has normal optics. The nightsight uses thermal imagery that enables the gunner to "see" through most limited-visibility conditions, including darkness, smoke, light foliage, camouflage, light fog, and mist.

The driver has excellent driving capability using the AN/VVS-2 driver's night viewer. This viewer is an image intensification device that allows the driver to see clearly to his front, even on the darkest of nights. With it, he can handle his vehicle well on the roughest terrain and drive at speeds up to 48 kilometers per hour on night road marches. Also, during darkness, he can use the viewer to assist the Bradley commander and gunner in sensing rounds fired to the front from the turret weapons. It is, however, prone to "white out" if light is shine directly at it (for example, oncoming headlights, flashlight, etc.). When installed, it obscures the speedometer/odometer on the dashboard. It is battery powered or can be run directly off the vehicle.

The Bradley commander can control the vehicle's night movement by wearing the AN/PVS-5 night vision goggles.

The squad has two types of night vision devices for dismounted operations. These include two AN/PVS-4 weapons' nightsights (starlight scopes) and one AN/TAS-5 thermal night-vision sight or the Dragon system.

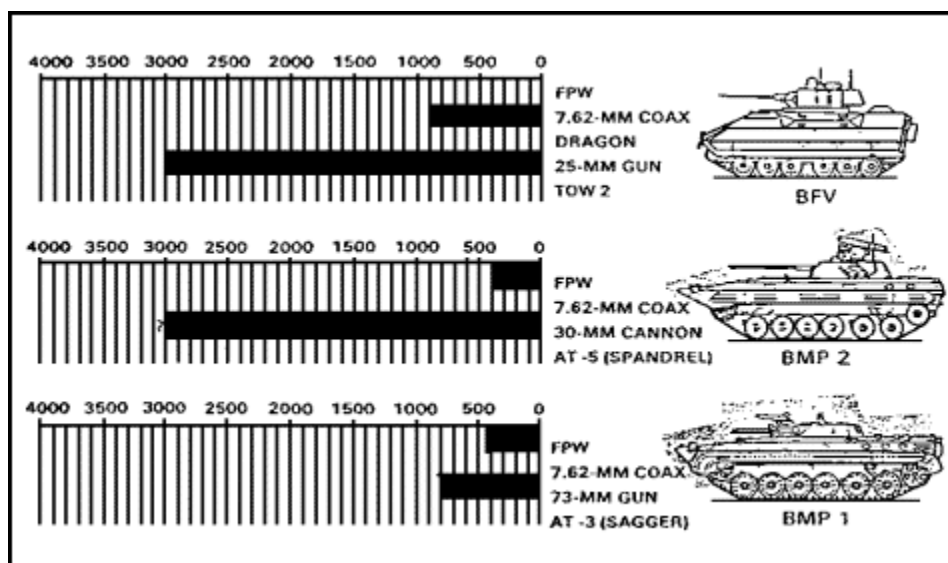
#### MAINTENANCE

Though the fighting vehicle is a sophisticated weapon system, it has many features that simplify its maintenance. The complexity of the vehicle, however, demands that leaders become actively involved and continuously emphasize maintenance. The Bradley commander is responsible for all operator/crew level maintenance.

Organizational level maintenance personnel have standardized test equipment (STE) that allows them to isolate and rapidly diagnose faults in the vehicle system. The BFV is designed for rapid modular replacement of the power plant, transmission, turret drive, gun control systems, integrated sight unit, TOW missile launcher system, and major electrical/electronic components.

BFV test equipment connections are located at easily accessible points with standard connectors. The modular components have quick disconnects and fasteners for rapid replacement of parts.

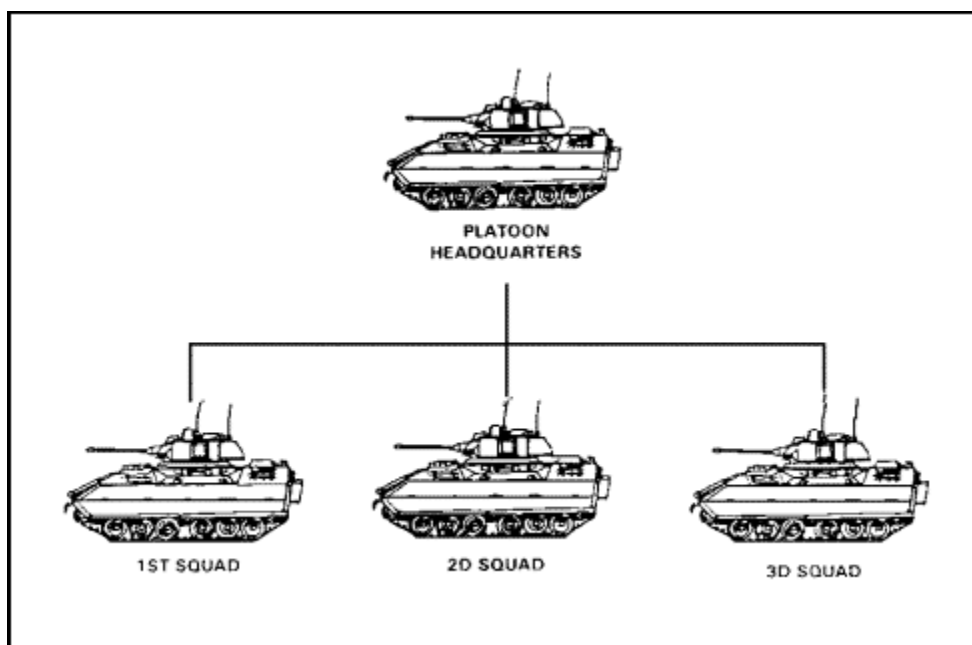
[Figure 1-73](#) shows a comparison of the RFV and Soviet BMPs.



**Figure 1-73. BFV vs. BMP.**

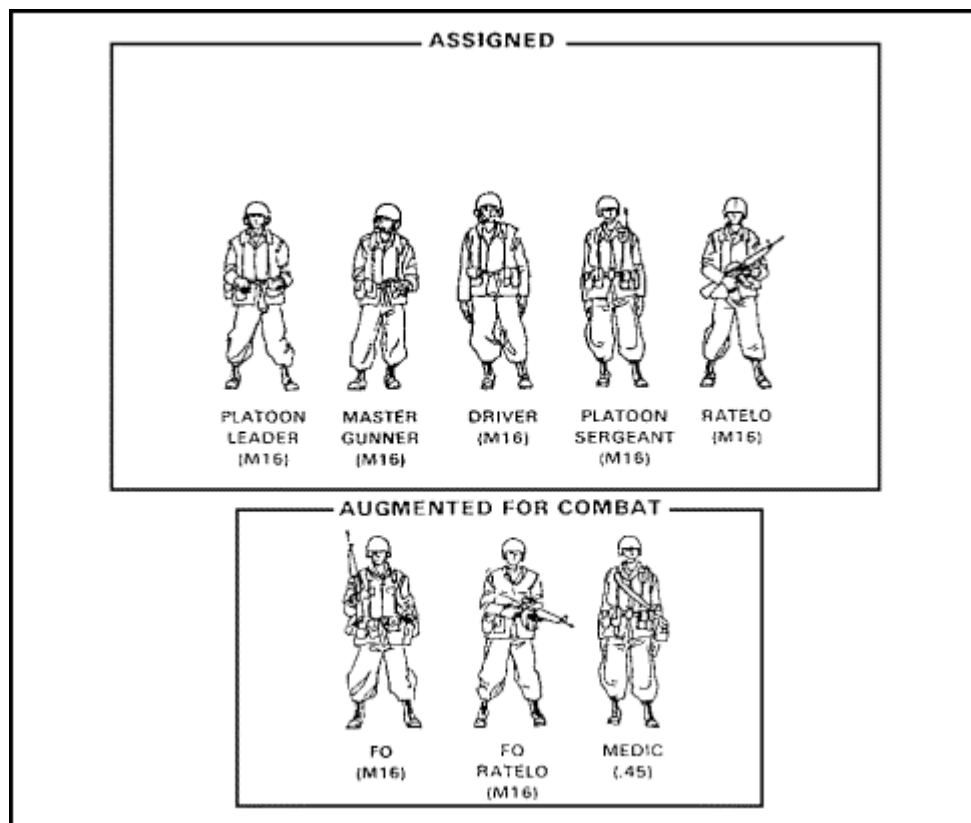
## 7. Bradley TOE Organization.

The mechanized infantry platoon is equipped with four BFVs ([Figure 1-74](#)). It is organized with a platoon headquarters and three Bradley squads. The platoon leader, his vehicle crew, RATELO, and attached personnel (FO, FO RATELO, and medic) are mounted in one BFV and the squads are mounted in the other three.



**Figure 1-74. Bradley Platoon Organization.**

The platoon headquarters consists of five personnel and is augmented in combat by three additional personnel ([Figure 1-75](#)). The platoon sergeant is part of the platoon headquarters, but he rides in a squad BFV.

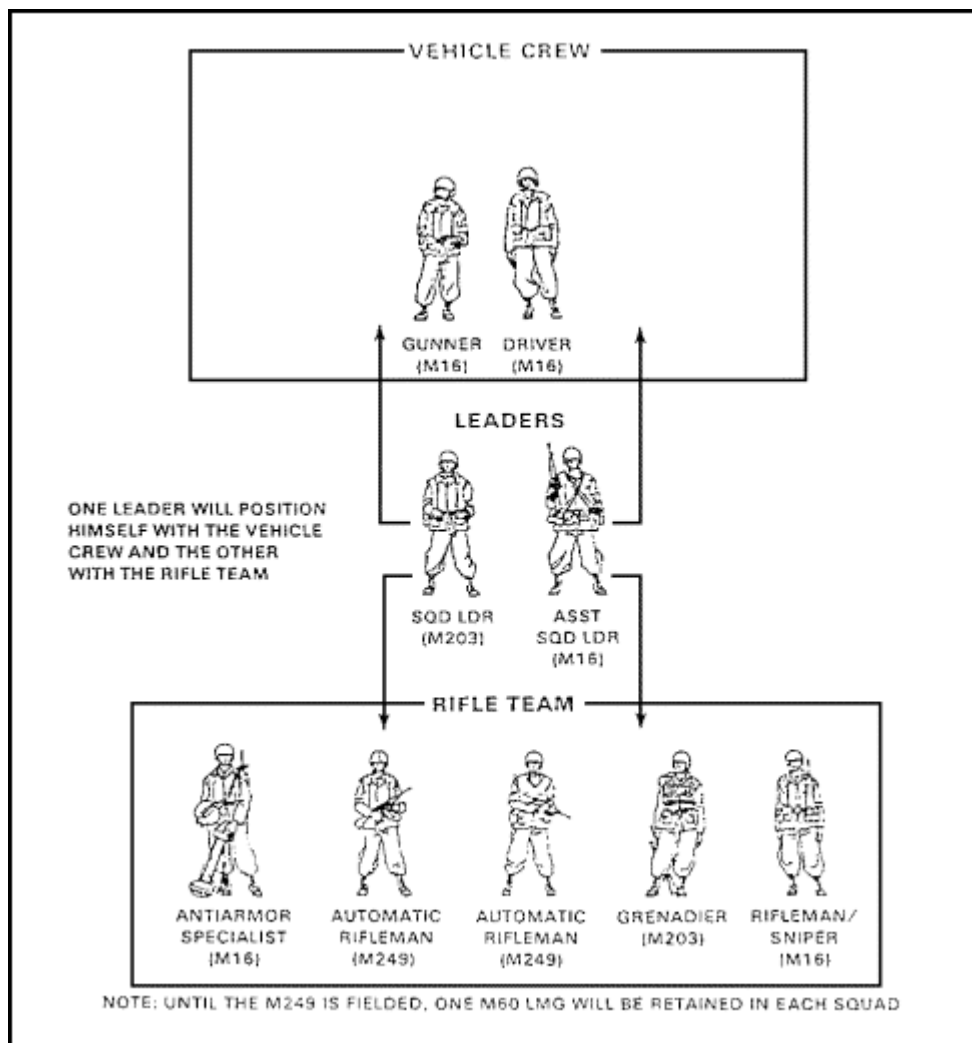


**Figure 1-75. Bradley Platoon Headquarters Personnel.**

The platoon master gunner occupies the gunner's seat next to the platoon leader. The platoon master gunner becomes the Bradley commander in the headquarters BFV when the platoon leader dismounts. His primary areas of responsibility are:

- Turret expertise.
- Backup for platoon sergeant.
- Leader of one vehicle pair when platoon leader dismounts.
- Weapons system/gunnery trainer.

The Bradley squad ([Figure 1-76](#)) is composed of the BFV and nine men divided into a vehicle crew and rifle team.



**Figure 1-76. Bradley Squad Organization.**

Each Bradley squad member has certain responsibilities based on his duty position in the squad.

Squad leader (Bradley commander).

- The squad leader has overall responsibility for the squad. His personal weapon is the M203. While conducting mounted operations, he usually serves as the Bradley commander. He designates targets, selects routes of movement, selects vehicle positions, determines weapons to be fired, issues fire commands for all weapons, communicates with the platoon leader, and reacts to the platoon leader's/platoon sergeant's commands.
- The squad leader has primary responsibility for the maintenance of the BFV and the training of his squad.

Gunner.

- The gunner observes the battlefield to detect enemy targets and to be aware of the location of friendly forces. His personal weapon is the M16A1 rifle. He operates the turret weapons (25-mm gun, TOW, and 7.62-mm coaxial machine gun) as directed by the Bradley commander.

- He serves as gunner and, in rare cases, as fighting vehicle crew leader when only two men are in the BFV. He is responsible for operator maintenance of the turret and its weapons. The gunners for the platoon leader and platoon sergeant will frequently be required to assist in navigation and operation of radios.

#### Driver.

- The driver drives the vehicle under the Bradley commander's control. His personal weapon is the M16A1 rifle. He follows correct terrain-driving procedures and tries to select hull-down positions. He also aids in detecting targets and observing rounds fired. He assists in navigation by monitoring odometer readings.
- The driver is primarily responsible for operator maintenance on vehicle automotive systems. (Other squad members help the driver as directed by the squad leader.)

#### Rifleman/sniper.

- The rifleman/sniper's personal weapon is the M16A1 rifle.

#### Antiarmor specialist.

- The antiarmor specialist's personal weapon is the M16A1 rifle, and he is also the designated gunner for the Dragon.

#### Assistant squad leader.

- The assistant squad leader assists the squad leader with squad operations, while mounted, by observing and controlling personnel in the troop compartment. If the squad leader dismounts, the assistant squad leader will occupy the squad leader's position and assume the duties of the Bradley commander.
- When the squad leader remains mounted and the rifle team dismounts, the assistant squad leader controls the rifle team. The assistant squad leader's personal weapon is the M16A1 rifle.

#### Grenadier.

- The grenadier's personal weapon is the M203 dual-purpose weapon.

#### Automatic rifleman.

- The Bradley squad has two automatic riflemen. The automatic rifleman's personal weapon is the M249 SAW. Until the M249 is fielded in mechanized units, the automatic rifleman will continue to carry the M16 and also man the M60 LMG. The assist the antiarmor specialist, when required, by carrying an extra Dragon missile or the nightsight tracker.

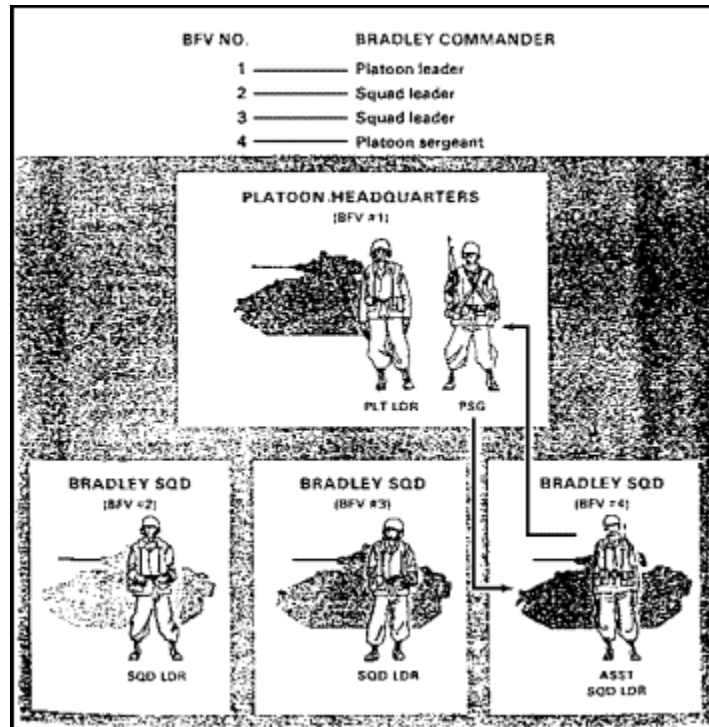
The requirement for Bradley units to conduct continuous operations puts special stress on the vehicle crew. The driver, gunner, and Bradley commander must have backup personnel assigned and trained as an alternate crew so operations of the vehicle will not suffer because of fatigue often associated with these critical positions. Some units may even choose to designate and train a third crew to give additional depth to the squad.

## 8. Bradley Organization When Mounted.

When the Bradley platoon organizes for combat, there is a realignment of leaders to facilitate command and control functions and to accommodate the eventual requirement to dismount.

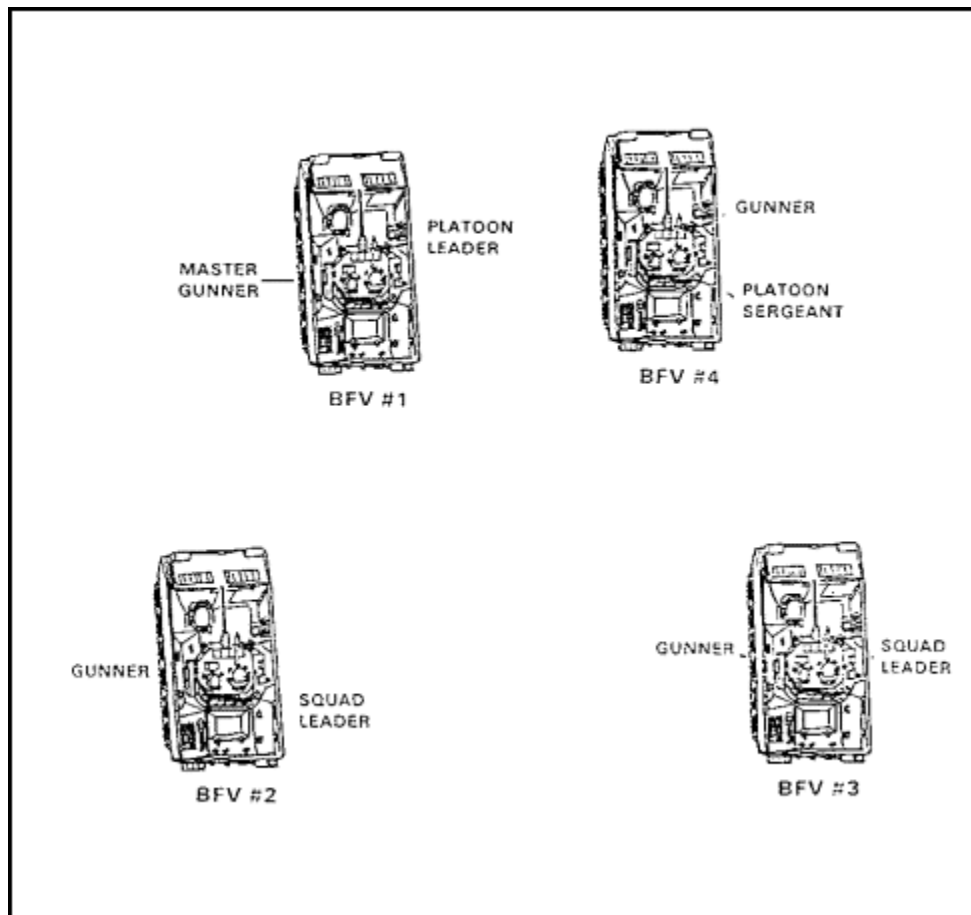
Key leaders are positioned to make sure that the critical Bradley commander positions are filled with experienced and trained personnel. BFVs are numbered using the same system as a tank platoon.

The assistant squad leader from BFV No. 4 moves to BFV No. 1 so he can move into the gunner's position when the platoon leader dismounts and the master gunner moves to the Bradley commander's position. [Figure 1-77](#) shows Bradley commander positions when mounted.



**Figure 1-77. Bradley Commander Mounted Positions.**

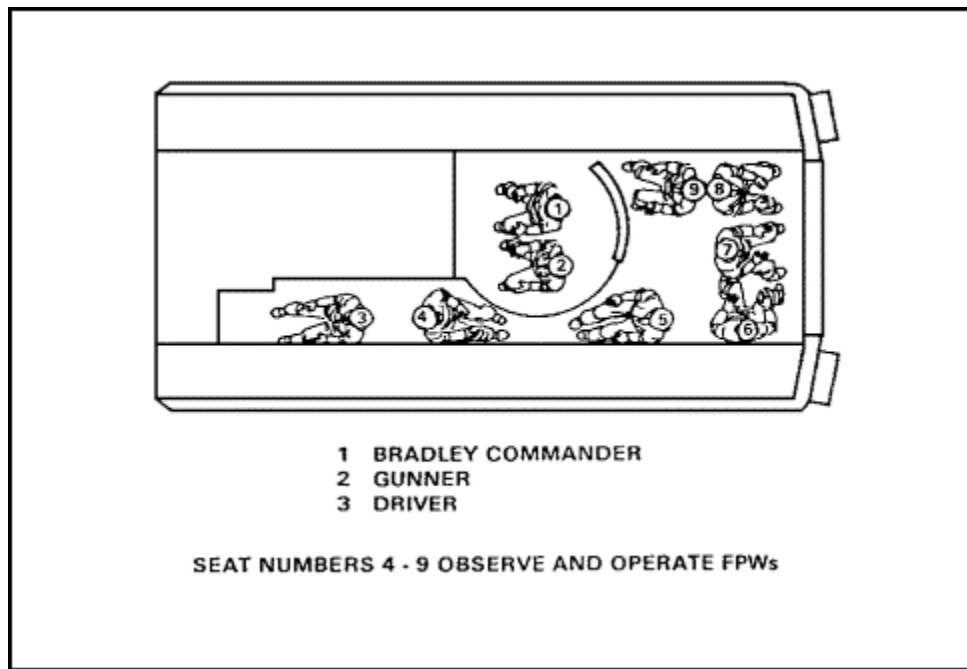
The platoon moves and fights mounted whenever possible. "When all of the platoon remains mounted, it fights as a single force under the control of the platoon leader. At times, when mounted, the platoon leader may choose to organize the platoon into pairs. The platoon sergeant will control one pair (BFVs 3 and 4) while the platoon leader controls the other (BFVs 1 and 2); however, the platoon leader retains overall control of the platoon ([Figure 1-78](#)).



**Figure 1-78. Controlling Mounted Operations.**

When riding in the BFV, vehicle crew members operate the vehicle. Rifle team members occupy the troop compartment, aid the crew in reloading of ammunition, man the firing port weapons, provide security, and remain oriented by observing through the vision blocks.

The responsibilities and seating for the nine personnel in the Bradley squad ([Figure 1-79](#)) are as follows:



**Figure 1-79. BFV Squad Seating and Responsibilities.**

- Seat number 1, Bradley commander. He controls the vehicle and all personnel on board. He designates targets, selects routes of movement, selects vehicle positions at the halt, and communicates with and reacts to platoon leader's/platoon sergeant's commands.
- Seat number 2, gunner. He is the primary operator of the turret weapons. He detects targets, assists in navigation and the operation of radios, responds to the direction of the Bradley commander, and serves as Bradley commander when there are only two personnel in the vehicle. He is responsible for operator maintenance of the turret and its weapons.
- Seat number 3, driver. He drives and maintains the vehicle. He responds to the directions of the Bradley commander during movement.
- Seat number 4. He operates the left side front firing port weapon and observes to the left side of the vehicle. Normally, he acts as assistant driver.
- Seat number 5. He operates the left side rear firing port weapon and observes to the left side of the vehicle.
- Seat number 6. He operates the ramp firing port weapon (left side) and observes to the rear. Before the ramp is lowered, he removes his firing port weapon from the ball mount. He may help the soldier in seat number 7 to reload the TOW.
- Seat number 7. It is normally occupied by one of the automatic riflemen. He operates the ramp firing port weapon (right side) and observes to the rear of the vehicle. Before the ramp is lowered, he removes his firing port weapon from its ball mount. He reloads the TOW launcher when directed.
- Seat number 8. He operates the right side rear firing port weapon and observes to the right of the vehicle.



- Seat number 9. It is normally occupied by the assistant squad leader. He operates the right side front firing port weapon and observes to the right side of the vehicle. He aids the crew in reloading the 25-mm and 7.62-mm ammunition.

Platoons and squads usually will not be at full strength. Even so, the mission (in combat and in training) can still be accomplished if understrength units are organized with these rules in mind:

- Keep key leadership positions filled. Always maintain a chain of command-platoon leader, platoon sergeant, squad leaders, and assistant squad leaders.
- Man the most potent weapons first. Take full advantage of available firepower. Before each mission carefully consider how to employ Dragons and automatic rifles. In most situations, the BFV onboard weapons are the most potent weapons (25-mm gun, TOW missiles, and 7.62-mm coaxial machine gun).
- Squad and platoon headquarters members must be cross-trained so that more than one man in each squad is capable of acting as gunner, driver, and vehicle commander. This type of in-depth training pays off when personnel turbulence is high and units are understrength.

The platoon must have an organization plan for use when it does not have all four fighting vehicles. Since two full-strength squads cannot ride on one BFV, cross-loading of men and equipment from a disabled fighting vehicle must be accomplished among all of the platoon's remaining fighting vehicles. Normally, the squad leader of the disabled BFV rides with the platoon leader. This arrangement has two advantages: the squad leader can follow the operation and he can get orders from the platoon leader. The platoon leader's fighting vehicle also serves as the point on which the squad members assemble if the rifle teams dismount from the BFVs. Depending on the location and condition of a disabled vehicle, as well as the tactical situation, the platoon leader may choose to leave the driver and gunner with the vehicle to secure it and oversee its recovery and repair.

#### 9. Bradley Organization When Dismounted.

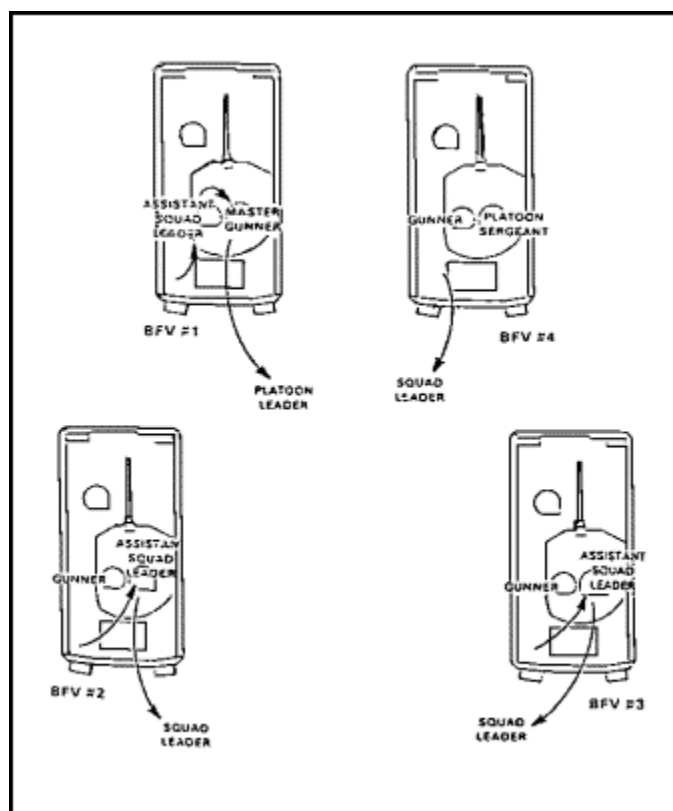
The platoon leader must organize his platoon for mounted combat and for the immediate action dismount situation that often arises while fighting on the move. When the tactical situation requires the platoon leader to dismount his platoon and fight the infantry in relation to his BFVs, the platoon must have a command and control system organized in advance. It will take effect when the platoon leader orders, "Platoon, dismount." The BFVs must have complete crews in the Bradleys in order to have them provide the base of fire and fight on the move. The platoon must dismount sufficient leadership to lead the dismounted element. In most cases, the overall command of the platoon and the location of the platoon leader will be with the dismounted element because the dismount action becomes critical. The platoon sergeant locates with the moving element and controls it as well as the base-of-fire element.

The ability of the platoon's three rifle teams to fight separately from, but in relation to, the four BFVs offers the platoon leader numerous employment options. Because the BFV can fight effectively in its own right, when the rifle teams dismount, the platoon is able to divide into two separate fighting elements. The three rifle teams are organized into a dismount element and the four BFVs are organized into a fighting vehicle element. Generally, the platoon leader controls the dismount element and the

platoon sergeant controls the fighting vehicle element. The platoon leader may designate which rifle team will carry the Dragon.

The determination as to which leaders dismount is critical. In the case of a deliberate dismount, one in which ample time has been provided for planning and METT-T analysis, the platoon leader positions his leaders to best meet the situation.

In the case of a hasty dismount ([Figure 1-80](#)), a common situation on the mechanized battlefield, the platoon leader will not have time to carefully analyze all of the factors of METT-T. Since speed of reaction is critical, drills must replace the METT-T analysis if the momentum of the fight is to be maintained. In this situation the following leaders dismount:



**Figure 1-80. Hasty Dismount Leadership Positioning.**

- BFV 1 - Platoon leader. (Bradley commander's place is taken by the master gunner. The master gunner's position is taken by the assistant squad leader from BFV No. 4 riding in BFV No. 1.)
- BFV 2 - Squad leader. (Assistant squad leader moves into Bradley commander's position.)
- BFV 3 - Squad leader (Assistant squad leader moves into Bradley commander's position.)
- BFV 4 - Squad leader. (Platoon sergeant remains mounted.)

In a more deliberate situation, where time is available for an estimate based on the factors of METT-T, the platoon leader may organize his unit as he deems appropriate. Leaders may be positioned as fit the particular situation and the organization of the mounted and dismounted elements need not be identical to the standard for hasty dismount drills.

Whichever method is used, the platoon leader retains overall control of the platoon. An exception to this rule would be the organization of several dismounted platoons under the direct control of either the company commander or his executive officer (2IC).

When the rifle team dismounts, the gunner and driver remain with the vehicle, along with a leader. There may be rare instances when only two people remain with the vehicle, in that case, the gunner would become the Bradley commander. A two-man BFV crew is not an effective method of fighting the BFV because even though the targets can be engaged, they cannot be easily acquired.

The rifle team should already know which weapons are to be taken as this will normally be part of the platoon SOP and covered by drills or included in the operation order. The platoon leader or the squad leader may specify, as a part of the dismount instructions, weapons to be carried based on his determination of whether the dismount mission is likely to be against a mounted or dismounted threat.

In a few rare instances, when dismounting the rifle teams, the platoon leader may choose to leave the fourth crew member with all or some of the BFVs. This may occur when the vehicles are expected to conduct a long or intense fight that will require frequent reloading, especially of the TOW launchers. In this case, the fourth crew member acts as a loader for the TOW and 25-mm gun and provides local security if the BFVs are separated from the dismounted infantry. Platoon leaders will normally leave an additional crew member with the vehicles only on instruction from the company/team commander or if the situation is such that it justifies reducing the already small dismount strength of the platoon. In selecting the fourth crew member, the leader should not choose an individual vital to the dismount mission.

Each vehicle has an AN/GRC-160 radio on board. In addition, the platoon leader's vehicle and the platoon sergeant's vehicle are equipped with AN/VRC-46s which allows them to operate on two nets (platoon and company) and allows two of the radios (AN/GRC-160) to be dismounted in the AN/PRC-77 backpack configuration.

When the platoon dismounts, the platoon leader will normally take an AN/PRC-77 from his BFV (carried by the RATELO). This allows him to talk to either the platoon sergeant on the platoon net or to the company commander on the higher echelon net. The platoon sergeant continues to operate on two nets. He maintains control of the other three BFVs and talks to the platoon leader on the platoon net as well as the company/team commander on his net to receive instructions and pass information to the platoon leader.

In some situations, the platoon leader may choose to take both AN/PRC-77s with him on the dismount. Although this gives him a two-net capability on the ground, it may limit the ability of the platoon to remain in contact with the company/team commander if the dismount element loses radio contact because of terrain masking. In addition, there is no dedicated individual to carry the AN/PRC-77 from the platoon sergeant's BFV.

#### 10. Exceptions to Bradley Organization.

In deliberate situations where the time to analyze the factors of METT-T and assess the impact of reorganization can be carefully considered, and sufficient time exists to inform all platoon members of a temporary change in command relationships, the platoon leader may choose to deviate from the

normal hasty dismount command relationship. In these cases, he must take care to inform everyone when the platoon reverts to the standard command structure.

## OFFENSIVE OPERATIONS

During mounted operations, the position of leaders in the turret may be adjusted to support a deliberately planned dismount. In such an operation, assistant squad leaders may dismount leaving the squad leader in the turret.

If a mounted maneuver using BFVs is planned, the platoon leader may choose to stay with the BFVs while the platoon sergeant moves or infiltrates the dismount element to position of advantage where they can set up a base of fire to allow the BFVs to maneuver on the enemy.

During night dismounted operations, where a linkup with the BFVs is planned to occur during daylight or when support from the BFVs' weapons will be limited, all of the principal leadership may dismount.

In other operations where the higher commander's intent dictates rapid mounted movement, even though risk is incurred, the platoon leader may choose to dismount only small security teams with minimal leadership and attempt to bypass any resistance.

## DEFENSIVE OPERATIONS

Generally, more opportunities for deliberate actions will be available to a leader during the defense and therefore mounted or dismounted organization may be adjusted more often.

Since defensive operations involve dismounted operations that are usually position-oriented, the maneuver element in the defense is more likely to be the BFV element. When this is the case, the platoon leader may choose to stay with the BFVs and directly control the vehicle fight, leaving the platoon sergeant to control the dismounted infantry.

In addition, selected BFVs may be organized with an additional crew member if a heavy vehicle fight forward is planned.

### 11. Bradley Onboard Weapons.

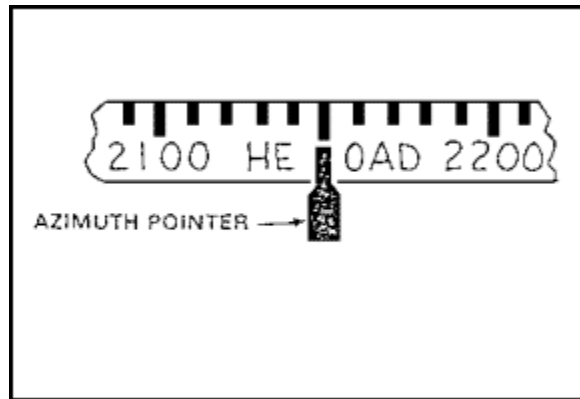
The onboard armament of the BFV includes turret weapons and firing port weapons. The turret weapons are the 25-mm automatic gun, the TOW missile launcher, and the 7.62-mm coaxial machine gun. The firing port weapons (FPW) are all 5.56-mm lightweight rifles, M231.

The fighting vehicle has a two-man turret. The Bradley commander and the gunner operate from the turret. The commander controls the operation of the vehicle, weapons, and personnel. Even though the gunner's primary job is to fire the turret weapons, the commander can still fire the turret weapons if necessary.

The turret traverses 360 degrees, using either the electric turret drive or the manual mode system. The Bradley commander can override the gunner's control of the turret by using the control handle at the commander's position. The gunner operates the turret electrically by using the gunner's control handles or manually by using the traverse or elevation handwheel.

The following procedures apply to load HEI-T ammunition:

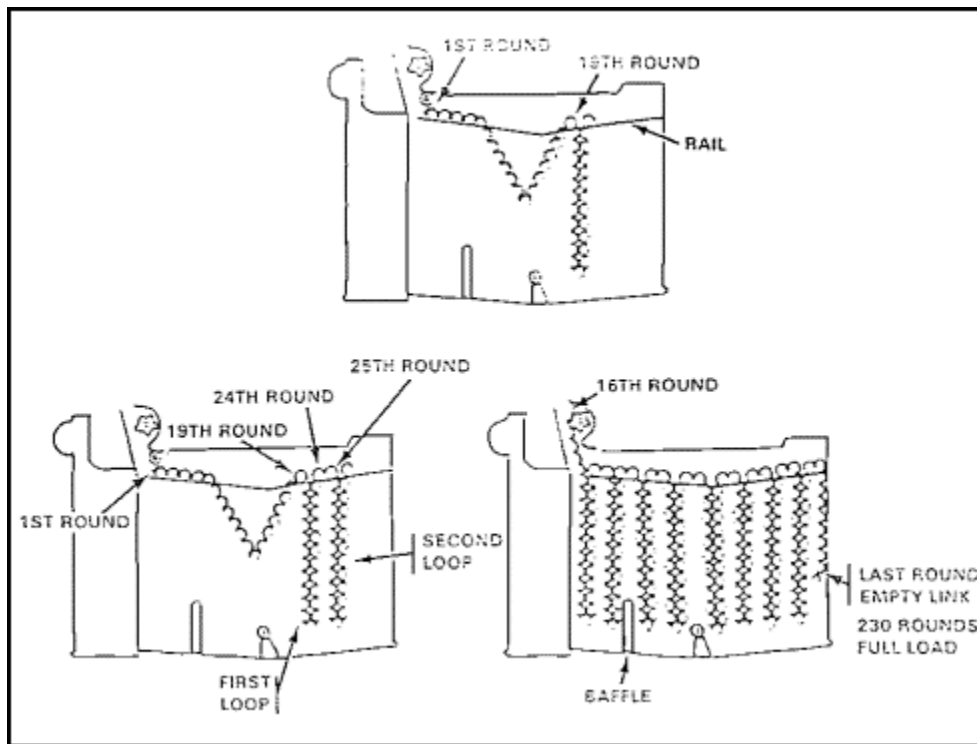
- Personnel in the troop compartment secure the ammunition stored there. When the vehicle is fully loaded, the ammunition under the floor boards should be used first. This leaves the ammunition stowed along the sides of the vehicle ready for reloading the weapon during battle.
- The ammunition is laid out on the floor with the projectiles pointing to the right of the vehicle.
- The ammunition is checked for alignment and linked into four 50-round belts and one 30-round belt, with the double-link of the ammunition leading.
- The turret door is turned to the HEI-T LOAD position (2150 mills) ([Figure 1-81](#)).



**Figure 1-81. Azimuth Scale for HEI-T.**

- The first five rounds are counted off and laid on top of the rail.
- The nineteenth round of the belt is placed on the rail.
- The twenty-fourth and twenty-fifth rounds are put on top of the rail. This procedure is repeated until all rounds are loaded in the ammunition can.
- The Bradley commander or gunner loads the forwarder by advancing the rounds with the 14-mm ratchet until the nineteenth round drops off the rail.
- The HE/AP select switch must reflect the type of ammunition loaded in the can.
- The last step is to load the feeder by using the 14-mm ratchet. The rounds should be moved up the chute until the first round of AP or HE causes the appropriate feed shaft stop to come out. The 14-mm ratchet is then placed on the feed shaft extension for the selected type of ammunition to load in the feeder. Once loaded, tension must be released off the feeder by placing the ratchet on both forwarding extensions and releasing the tension.

[Figure 1-82](#) illustrates the HEI-T ammunition loading procedures.

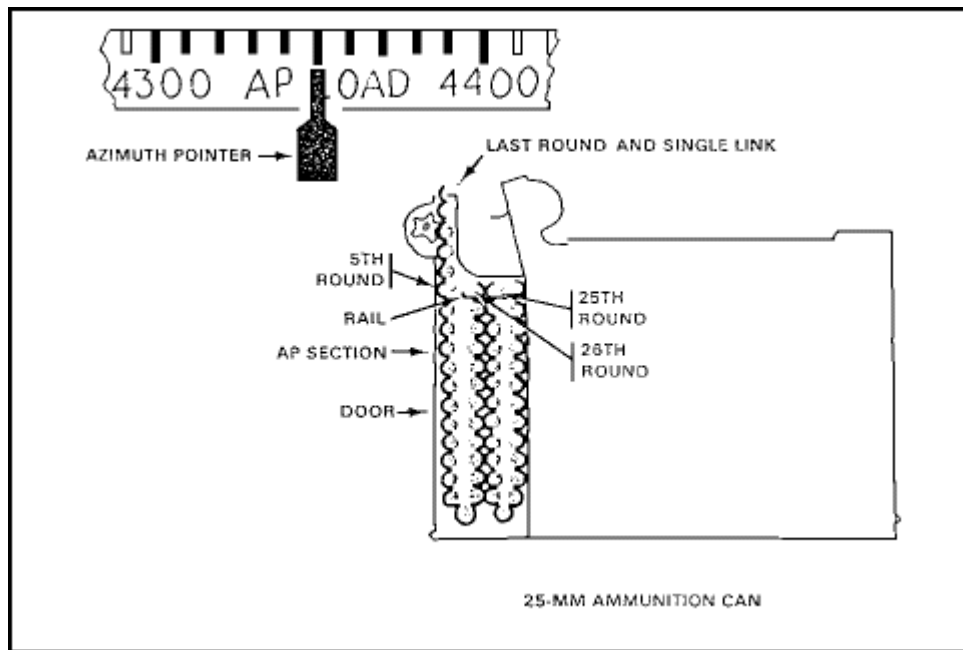


**Figure 1-82. HEI-T Loading Procedures.**

To load APDS ammunition, the HEI-T loading procedures are used with the following exceptions:

- A 70-round belt of APDS is linked and laid on the troop compartment floor with the projectiles pointing to the left.
- The turret is rotated to APDS LOAD (4350 mils).
- Only one round is placed on the rail, with the doublelink forward. Then the 25th and 26th rounds are placed on the rail.
- The HE/AP selector switch must reflect APDS ammunition.

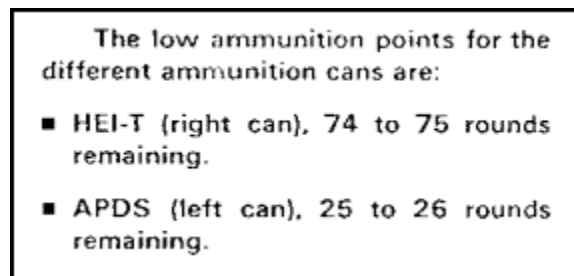
[Figure 1-83](#) illustrates APDS ammunition loading techniques.



**Figure 1-83. APDS Loading Techniques.**

NOTE: The situation may dictate that the type of ammunition loaded in the ammunition cans be of a different type than is normally loaded there. The ammunition types can be reversed intentionally, or one type of ammunition can be loaded into both cans. In either case, the ammunition switch reverse lever in the ammunition can must be changed to the type of ammunition actually in the can. This causes the correct sight reticle to be displayed in the ISU. The gunner then selects the ammunition can he wants to fire, without regard to the type of ammunition normally carried in a particular ammunition can or displayed on the weapon control box.

When the number of rounds in the ammunition cans gets low, a photoelectric cell is activated and the gun is prevented from firing. If the tactical situation warrants, the gunner can press the low ammunition override (LO AMMO OVRD) on the weapon control box and continue firing. However, it is better to reload immediately if the situation allows. It is easier to attach additional belts to the ammunition already loaded than it is to reload an empty ammunition chute. Reloading is difficult and time consuming. Only in an emergency should the LO AMMO OVRD button be used. [Figure 1-84](#) shows the low ammunition points for HEI-T and APDS ammunition.



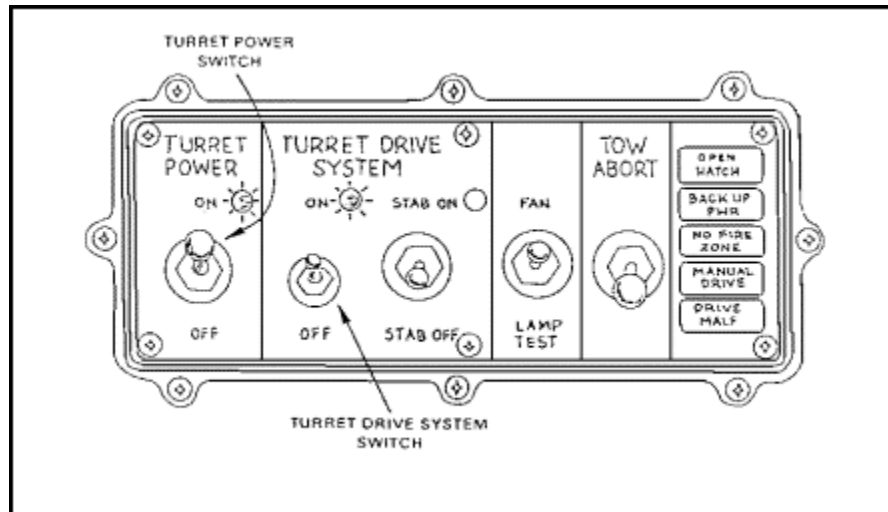
**Figure 1-84. Low Ammunition Points.**

Firing the 25-mm Gun. The 25-mm gun can be fired using turret power or the manual backup system.

Power Mode.

To fire the 25-mm gun in the power mode:

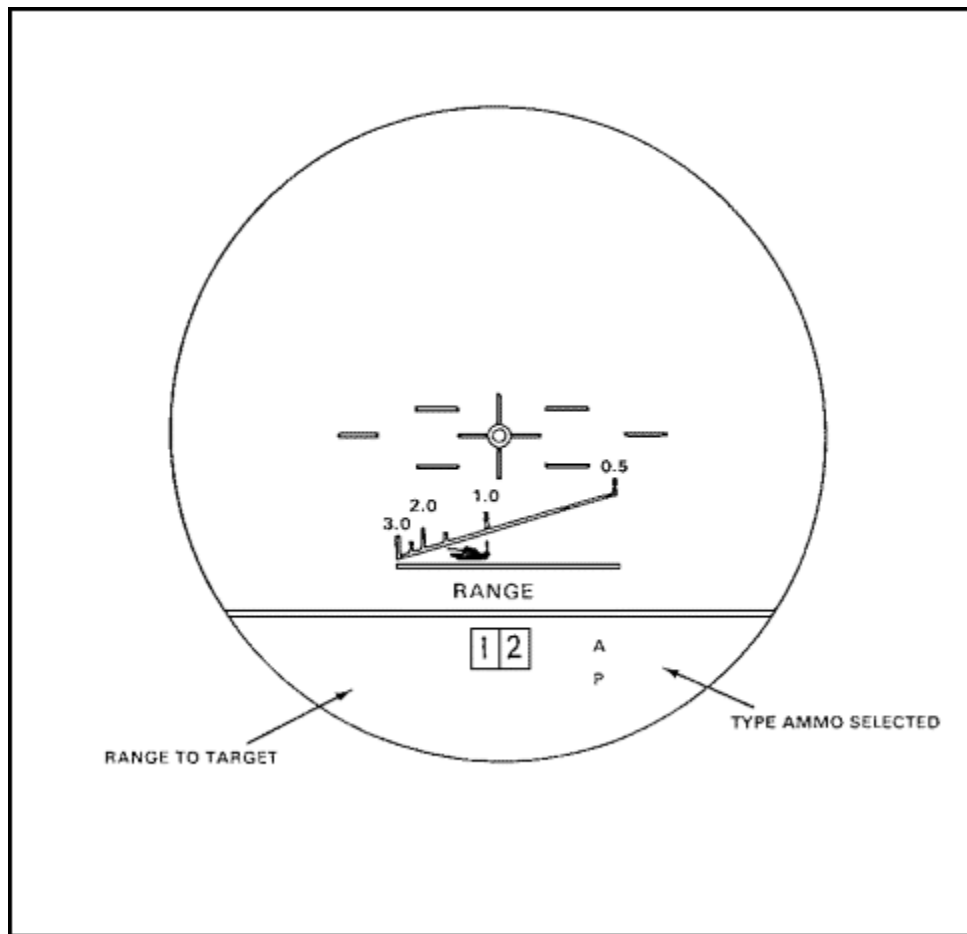
- The master power switch at the driver's station is turned ON, and the turret power and turret drive at the Bradley commander's station ([Figure 1-85](#)) are turned ON.



**Figure 1-85. Turret Control Box.**

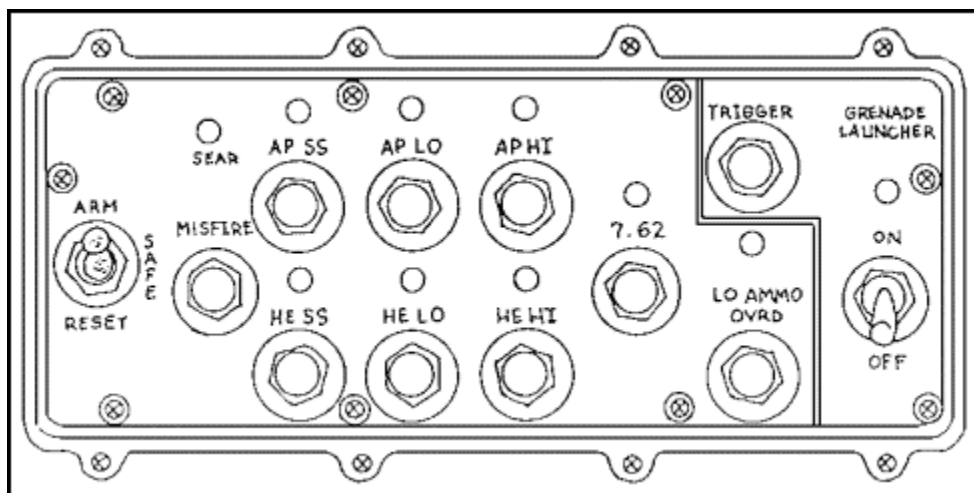
- The gunner selects either day or night mode on the ISU in 12x power magnification.
- The gunner selects the type of ammunition and rate of fire based on the Bradley commander's fire command.
- He places the manual SAFE handle on the track assembly of the 25-mm gun on FIRE.
- When the target is identified, the range is estimated using the stadia lines in the sight reticle ([Figure 1-86](#)).





**Figure 1-86. Gun Reticle.**

- The estimated range is indexed on the range control of the ISU.
- The ammunition type and rate of fire are selected on the weapons control box ([Figure 1-87](#)), and the ARM-SAFE-RESET switch is pulled out and moved to ARM.



**Figure 1-87. Weapon Control Box.**

- The target is reacquired and tracked using the Bradley commander's or gunner's control handles.

- The gun is fired by pressing the palm switch and trigger button on the commander's control handles.
- Corrections are made using the burst-on-target method of adjustment.

#### Manual Mode.

To fire the 25-mm gun in the manual mode, the gunner sets the manual power select levers in the correct positions and performs the following steps:

- Turns the turret power ON using the auxiliary batteries to power the ISU and gun.
- Moves the turret traverse and elevation manual-power select levers to MANUAL.
- Moves the TOW manual-power select levers to POWER so that the elevation linkage is not damaged.
- Selects either day or night mode on the ISU in the 12x power magnification.
- Selects the type of ammunition and rate of fire based on the Bradley commander's fire command.
- Reaches into the gun well and moves the manual SAFE handle on the bolt track assembly of the gun to FIRE.
- When the target is identified, estimates the range using the stadia lines in the sight reticle.
- Indexes estimated range on the RANGE control of the ISU.
- Selects the ammunition type and rate of fire on the weapon control box, and pulls the ARM-SAFE-RESET switch out and moves it to ARM.
- Reacquires and tracks the target using the traverse and elevation handwheels.
- Fires the gun by pressing the trigger button on the traversing handwheel. (Can also be fired by pressing the trigger switch on the gunner's control handle.
- Makes corrections using the burst-on-target method.

NOTE: When the vehicle is using the auxiliary batteries to fire the weapons, only the ISU, turret weapons, and radio are powered. There is no power for the Bradley commander's control handle or the gunner's control handles. In the silent-watch mode, the engine is not on but the master switch is. The vehicle's batteries will then power the radios and the electric turret drive. The engine must be started periodically to keep the vehicle batteries charged.

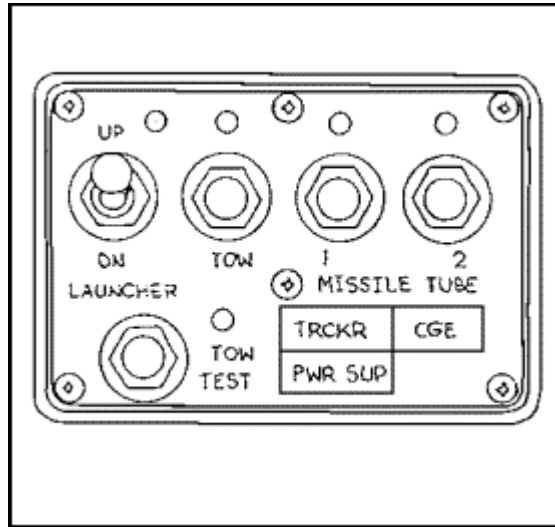
#### TOW

The BFV has a TOW launcher mounted on the left side of the turret. The launcher holds two TOWs, which are fired one at a time. Up to five TOWs can be stowed in the troop compartment. The launcher is normally reloaded through the cargo hatch in combat situations. It can also be loaded from the top of the vehicle, when the fighting vehicle is in a secure location, such as an assembly area.

The TOW has at least a 90-percent probability of hitting a target out to 3,750 meters. The primary target for the TOW is the tank. Other critical targets, such as command and control vehicles, bridging equipment, or air defense weapons, could also be designated as TOW targets, but it may be better to engage those targets with the 25-mm gun if the APDS round will destroy them.

Loading the TOW. To load the TOW launcher the following steps are taken:

- The turret is turned to the TOW LOAD position (5950 mils).
- The travel lock is set and the UP/DOWN switch on the TOW control box ([Figure 1-88](#)) is moved to UP by the gunner.



**Figure 1-88. TOW Control Box.**

- The ARM-SAFE-RESET switch is moved to RESET and SAFE.
- The launcher is elevated to the full UP position (+29 degrees).
- The turret drive system is set on OFF.
- The cargo hatch is opened to the TOW LOAD position.
- A TOW is prepared to be loaded by taking off the clamp and cover on the forward end of the missile.

NOTE: This should be done while the first six steps are being accomplished.

- The missile is loaded and secured in the launcher.
- The cargo hatch is closed and secured.
- Turn the turret drive system power ON.
- The travel lock is released, and the turret and the launcher are returned to the horizontal position, or to the stowed position.

Firing the TOW. To fire the TOW the following steps are taken:

- The manual-power select levers for traverse and elevation are moved to the POWER position.
- The TOW launcher is raised to the firing position by the gunner moving the lever on the TOW control box to the UP position and squeezing on the gunner's control handles.
- The ISU is set on 12x magnification for day or night mode.
- The TOW weapon system is selected on the weapon control box by pushing the TOW button.
- The TOW self-test runs automatically for about 12 seconds. If the TOW is good, the TOW indicator light will come on, and the TOW test light will go off. If the TOW test light stays on, the gunner should check the TOW control box for the annunciator light.
- The target is identified in the ISU.
- The crosshairs are centered on the target using the gunner's or commander's control handles.

NOTE: Once the Bradley commander relinquishes control to the gunner, he cannot regain control until the sequence is complete.

- The MISSILE TUBE 1 button on the TOW control box is pushed to check if the tube is loaded. If the tube is empty, a yellow light will flash.
- The ARM-SAFE-RESET switch is pulled out and moved to ARM.
- Open the ballistic shield doors for the day and night sights.
- The missile is fired by squeezing the trigger on the gunner's or commander's control handle.
- The crosshairs are kept on the target until the missile impacts.
- The ARM-SAFE-RESET switch is moved to SAFE.
- The second TOW is fired by pushing the MISSILE TUBE 2 button and squeezing the trigger on the gunner/commander's control handle.

NOTE: The TOW can be fired manually but should be fired only at stationary targets. Targets at the halt could be engaged in extreme circumstances because the crosshairs could be placed on the target and left there. Because the gunner has to manually track a moving target with the traverse and elevation handwheels, he should not fire the TOW at a moving target.

Tactical Considerations for TOW. The TOW complements and reinforces the antiarmor fires of the Dragons and light antitank weapons used by the rifle teams. The TOW also complements the fires of the BFV's 25-mm automatic gun. When possible, the TOW should be used against tanks at maximum stand-off range. The BFV can carry a total of seven TOW and Dragon missiles. Rarely should a TOW be fired at lightly armored vehicles, bunkers, or helicopters. Priority of TOW target engagement should be: armored vehicles and weapon positions.

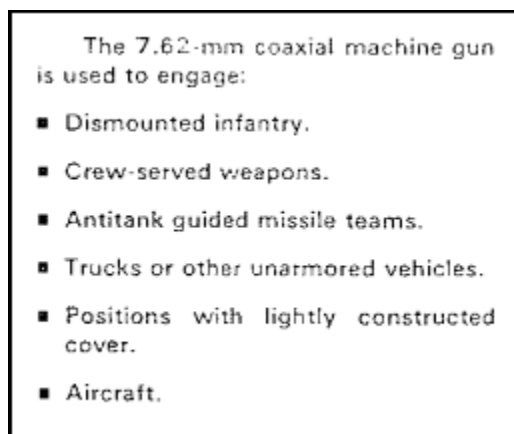
## 7.62-MM COAXIAL MACHINE GUN

The 7.62-mm machine gun is mounted coaxially with the 25-mm gun. It is used to destroy troops, to destroy unarmored area and point targets, to suppress likely enemy positions, and to reconnoiter by fire.

The 7.62-mm coaxial machine gun is effective in these roles because of its high volume of fire, natural projectile dispersion, and large onboard ammunition load.

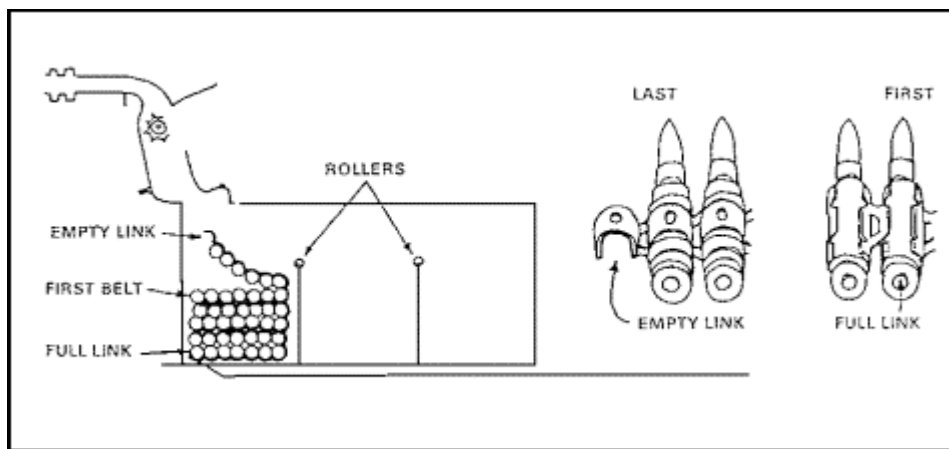
The 7.62-mm coaxial machine gun ammunition can holds 750 rounds with 50 additional rounds in the feed chute. There are 1,540 rounds stowed in the troop compartment of the BFV. The standard mixture is four rounds of ball to one round of tracer ammunition. Tracer burnout is 900 meters. The machine gun has a cyclic rate of fire of 650 to 950 rounds per minute.

[Figure 1-89](#) lists some standard uses for the 7.62-mm coaxial machine gun.



**Figure 1-89. 7.62-mm Coaxial Machine Gun Targets.**

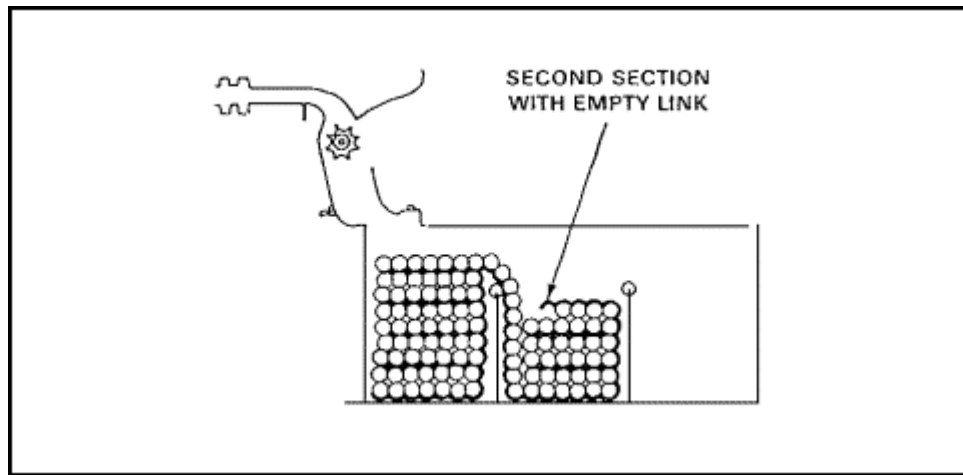
The procedure to fill the 7.62-mm coaxial machine gun ammunition can ([Figure 1-90](#)) is:



**Figure 1-90. Loading the Ammunition Can.**

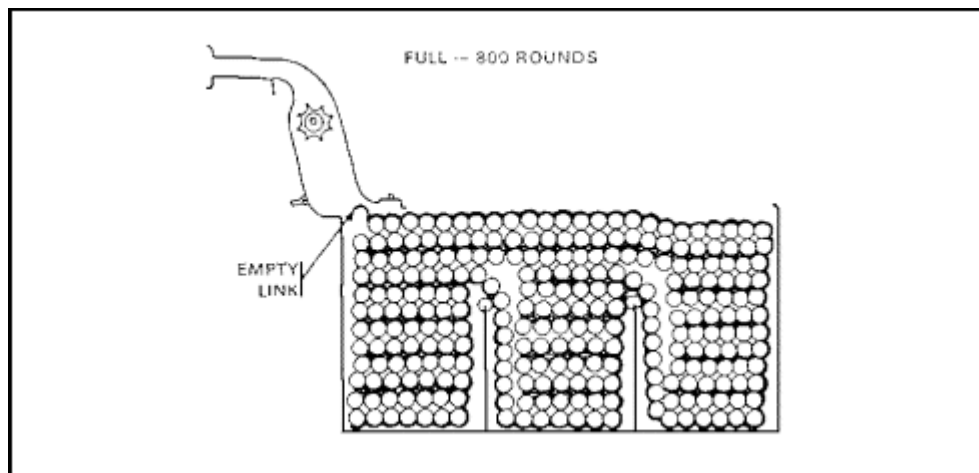
- A 100-round belt of ammunition is secured from the rear stowage and inspected for alignment and link damage.
- The ammunition is passed into the turret to the vehicle commander.
- The belt is placed in the first section of the ammunition can (projectiles facing outboard). The end of the belt with the full link always goes into the ammunition can first. The end with the empty link goes in last.
- The belt is folded by layers in the first section. Additional belts are attached to the first belt.

- After the first section is full, the belt is guided over the roller, straight down the wall, to the bottom of the second section ([Figure 1-91](#)).



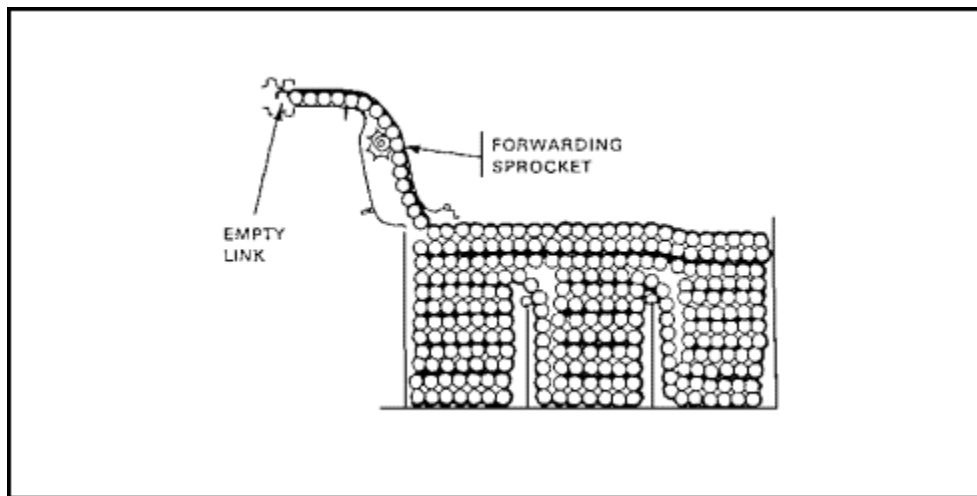
**Figure 1-91. Second Section Loading.**

- Belts are linked together until the second and third sections are full.
- When the third section is full ([Figure 1-92](#)), the belt is guided back across all three sections until four layers of ammunition cover the three sections. This should be 800 rounds of 7.62-mm ammunition.



**Figure 1-92. Third Section Loading.**

- The chute is loaded ([Figure 1-93](#)) by pushing the last round up the chute until the front of the belt stops at the gun feed tray.



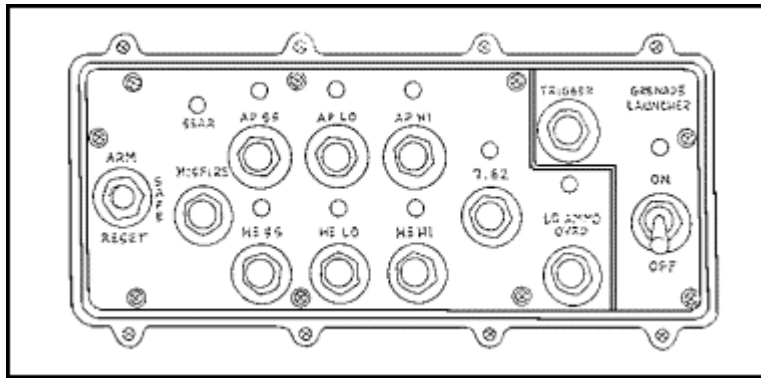
**Figure 1-93. Loading the Chute.**

Loading the 7.62-mm Coaxial Machine Gun. The procedure to load the 7.62-mm coaxial machine gun is:

- The weapon is charged and put on SAFE.
- The 7.62-mm cover assembly and feed tray are opened.
- The chamber is checked to see that it is clear of ammunition and that the feed tray is closed.
- The ammunition is placed in the feed tray with the first cartridge against the cartridge stop.
- The assembly cover is closed.

Firing the 7.62-mm Coaxial Machine Gun. The procedure to fire the 7.62-mm coaxial machine gun in the turret power mode is:

- Master vehicle power switch at the driver's station is turned ON, and the turret power and the turret drive are turned ON. (Insure that turret drive is turned off until the manual SAFE switch is in the off position and the access door is closed.)
- The gunner selects either day or night mode on the ISU at 12x power magnification.
- The access doors are opened and the safety is pushed up to F (fire).
- The charger handle is pulled back to charge the gun, and the access doors are closed and locked.
- The 7.62 button on the weapon control box ([Figure 1-94](#)) is pushed.



**Figure 1-94. Weapon Control Box.**

- When the target is identified, the range is estimated using the stadia lines in the sight reticle.
- Estimated range is indexed on the range control of the ISU.
- The ARM-SAFE-RESET switch is pulled out and moved to ARM.
- The target is reacquired in the ISU and tracked using the Bradley commander's or gunner's control handle.
- The weapon is fired using the trigger on the Bradley commander's or gunner's control handle.

The procedure to fire the 7.62-mm coaxial machine gun in the manual mode is:

- Turret power and turret drive are turned ON.
- Turret traverse and elevation manual-power select levers are moved to the MANUAL position.
- The TOW manual-power select levers are moved to the POWER position.
- ISU is selected for day/night mode at 12x power magnification.
- The access doors are opened.
- The manual safety is pushed up to F (fire), and the charger handle is pulled back to charge the gun.
- The 7.62-mm button on the weapon control box is pushed.
- When the target is identified, the range is estimated using the stadia lines in the sight reticle.
- Estimated range is indexed on the range control of the ISU.
- The ARM-SAFE-RESET switch is pulled out and moved to ARM.
- The target is reacquired in the ISU and tracked using the traversing and elevation handwheels.
- The trigger on the machine gun is pulled manually. The bolt slams forward and the gun fires.

The 7.62-mm coaxial machine gun also has a LO AMMO OVRD switch which is activated when the ammunition is down to 125 rounds. At this point, it is better to reload the ammunition can if the situation allows. If the gunner must continue to fire, he presses the LO AMMO OVRD button on the



ammunition control box. This will allow the gunner to continue to fire until the weapon runs out of ammunition.

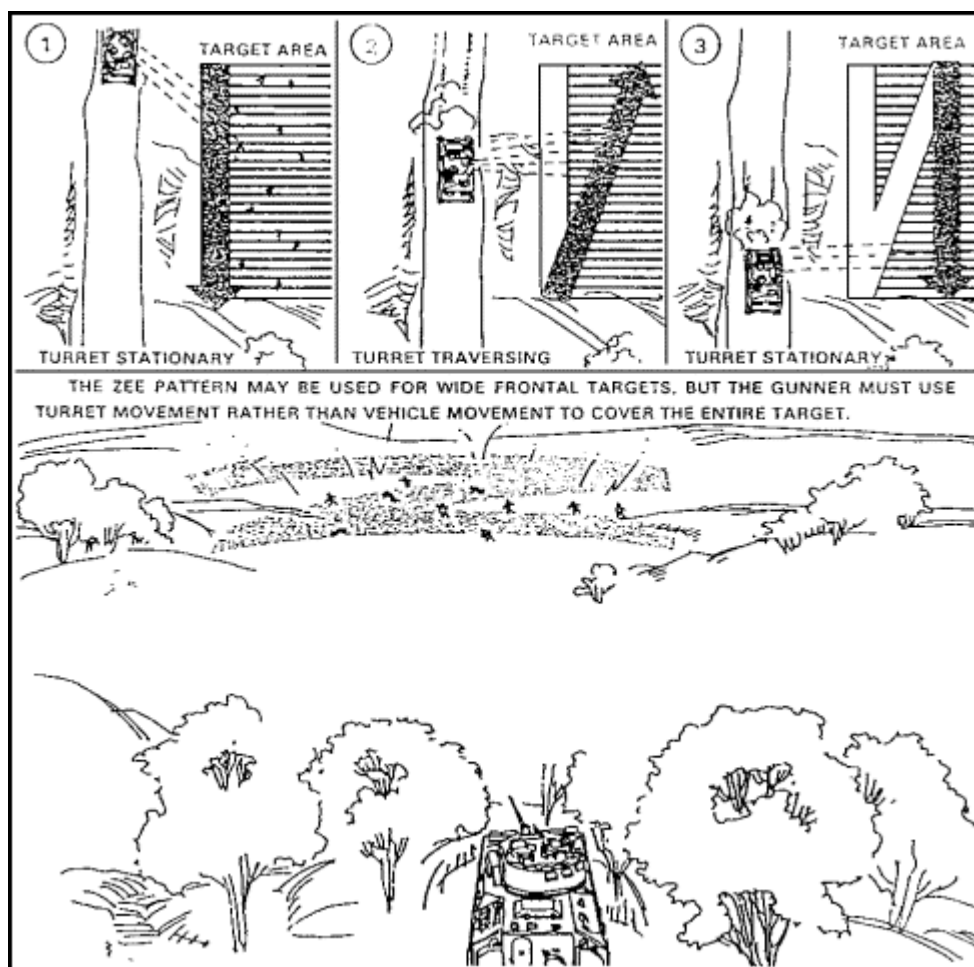
Tactical Engagement. When using the 7.62-mm coaxial machine gun, the gunner should:

- Fire bursts of 20 to 25 rounds (4 to 5 tracers) except for suppressive fire which is between 10 to 15 rounds (2 to 3 tracers).
- Use the ISU for point and area targets.
- Engage targets out to 900 meters (tracer burnout point), or out to 1,100 meters using the thermal sight.
- Continue to move when engaging area targets.
- Engage point targets on the move using stabilization.

Tactical Considerations. The fighting vehicle's 7.62-mm coaxial machine gun is used against a variety of targets at ranges up to 1,100 meters. These targets are classified as either area or point. The gunner determines the method of engagement based upon the type of target.

Area Target.

A ZEE pattern ([Figure 1-95](#)) is used for most area targets. The gunner fires on the near edge of the target and, if the BFV is moving, he allows the movement of the vehicle to walk the burst across the width of the target (forming the base of the ZEE). He then traverses the burst back across the target to the far edge using turret movement (middle bar of the ZEE). Finally, he uses the vehicle's movement to walk the burst across the far side of the target (top bar of the ZEE).



**Figure 1-95. ZEE Pattern.**

When stationary, the gunner or Bradley commander traverses the turret across the width of the target front. He then elevates the weapon and traverses the turret back across the target width to the rear of the target. The final bar of the ZEE would be made by traversing the turret back across the width of the target.

#### Point Target.

The BFV can engage point targets, stationary or moving, with the 7.62-mm coaxial machine gun fired in bursts. The gunner watches the strike of the tracers and adjusts them to the point targets. This may be done when the vehicle is stationary or moving. If moving, the turret stabilization should be ON.

#### Suppressive Fire Engagements.

Suppressive fire is used against likely enemy locations to reduce the enemy's ability to move, shoot, or see. When possible, targets should be suppressed using the 7.62-mm coaxial machine gun. This saves critical 25-mm ammunition. Suppression is not judged by number of rounds fired, but by effectiveness. The BFV coaxial machine gun's suppressive fire is usually effective in bursts of 10 to 15 rounds (2 to 3 tracers) every 10 seconds. No set pattern is prescribed, yet each burst should be within 12 meters of the target. In dense terrain (forests, urban areas, etc.), suppressive machine gun fire can be used by base-of-fire vehicles to fire around or among maneuvering BFVs and tanks.

Reconnaissance by Fire.

The 7.62-mm coaxial machine gun is the best BFV weapon to use in reconnaissance by fire.

Reconnaissance by fire usually causes a hidden enemy to react, either by movement or by return fire.

Short bursts are fired while the squad or platoon observes for possible enemy reaction.

Special Use of the 7.62-mm Coaxial Machine Gun. Special uses of the coaxial machine gun include:

Target Designation.

Machine gun fire can also be used by Bradley commanders or vehicle element leaders to denote targets for other BFVs, tanks, forward observers, or aircraft.

Ricochet Fire.

Ricochet fire will often occur during fighting on urbanized terrain. Machine gun fire can often be delivered on a target by ricocheting off buildings, walls, or streets, when the target is not vulnerable to direct machine gun fire.

## 12. Bradley Firing Port Weapons.

The M231 5.56-mm firing port weapons are lightweight rifles designed to provide automatic fire from the BFV. They are mounted on ball, swivel-type mounts which allow changes in elevation and azimuth. Each BFV has six firing port weapon mounts - two on each side and two in the rear.

The firing port weapon fires 5.56-mm tracer ammunition. The ammunition load is 4,200 rounds; 2,400 rounds can be stowed in the troop compartment and 1,800 rounds loaded into 30-round magazines. One hundred percent tracers are used to assist the soldiers adjust their fire to the target.

The firing port weapon is an area fire, suppressive weapon for close-in targets. Six men in the troop compartment man the firing port weapons. Each weapon is operated from its ball mount. The gunner observes through an adjacent vision block.

Each firing port station (4 through 9) has two pouches (sited just above the floor or attached to the seat) that can hold ten 30-round 5.56-mm magazines. Each firing port weapon operator draws his magazines from the pouches next to his station. Magazines for M16A1 rifles are carried in the load-bearing equipment ammunition pouches. If necessary, onboard stores of 5.56-mm magazines can be used for M16A1 rifles. The magazines and ammunition are interchangeable. This is rarely done, though, as the tracer mix for the firing port weapon is higher than that for the M16A1.

In emergencies, the firing port weapon can be dismounted and used as an individual weapon. Its high rate of fire (1,300 rounds per minute), lack of sights, and short barrel severely limit its effectiveness in this mode. Also, short bursts are fired to lessen the effects of recoil.

Installing the Firing Port Weapons. The procedures for installing the firing port weapon are:

- The firing port plug lever is pulled up and the plug is pulled out.
- The weapon is cleared and the magazine removed.

- The firing port gun pin ring is pulled and the weapon is pushed into the port until the gun barrel threads mate with the firing port threads.
- The weapon is screwed to the right (clockwise) one full turn until the gun pin snaps in place.
- The weapon is checked to insure it is locked in place.
- The brass catcher bag is removed from the stowage clip.
- The brass catcher bag is placed on the receiver handle. The bag pin should mate with the hole in the handle. The bag's bottom flap is closed.
- The firing port vents and the vent fan are checked to make sure that they are operational. The vent should be open and the fan ON when the weapon is fired.

Target Engagement. Firing port weapons are used against a variety of targets at ranges up to 300 meters. Area targets are engaged from the stationary BFV by walking tracers into the target. Adjustment of fire is possible only if tracer ammunition is used since the gunners normally cannot see the path or strike of ball ammunition.

The firing port weapon's main role is to deliver suppressive fire. Suppressive fire is gained by firing short bursts at known or suspected enemy locations. Suppressive fire in dense terrain reduces the enemy's ability to use short-range antiarmor weapons against BFVs or their accompanying tanks.

In mounted movement, and as the BFV nears the objective, the rate of fire is increased to keep the enemy down. Rarely will the firing port weapon support dismounted friendly troops. This weapon is relatively inaccurate, it delivers only full-automatic fire, and its range is limited.

Before dismounting the BFV, the rifle team must clear all firing port weapons to prevent accidental firing while the rifle team is moving outside the vehicle. The M231 is cleared by removing the magazine, removing the brass gas bag, locking the bolt to the rear, placing the weapon on SAFE, inspecting the chamber area, placing the selector switch on AUTOMATIC, and riding the bolt forward using the charging handle. Before troops dismount the BFV, the ramp port firing weapons are removed. This keeps the weapons from being clogged with dirt and prevents the rifle team from tripping over the weapons as they exit the vehicle.

This concludes the lesson on the organization, elements, and capabilities of the infantry battalion. You should now have a comprehensive understanding of the organization, key personnel and their duties, weapons, tactics, and other capabilities of a light infantry battalion, airborne or air assault battalion, and a tank and mechanized infantry task force. Before taking the examination, you should review all the material that has been presented and complete the practice exercise. If you find that you are unclear on any parts of the lesson, you should go back and study that part(s) prior to completing the examination.

# Practice Exercise

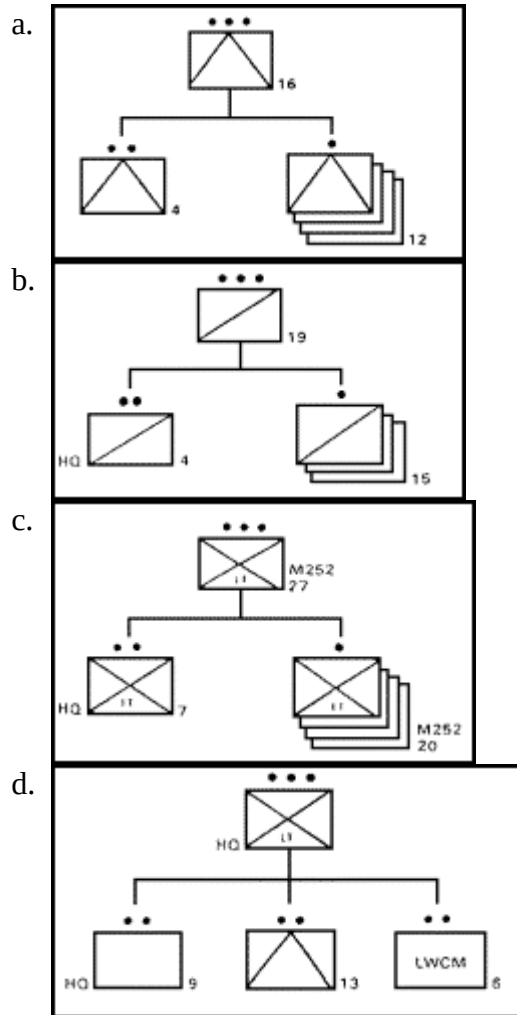
## Organization, Elements, and Capabilities of an Infantry Battalion

**Instructions** The following items will test your grasp of the material covered in this lesson. There is only one correct answer for each item. When you have completed the exercise, check your answers with the answer key that follows. If your answer any item incorrectly, study again that part of the lesson which contains the portion involved.

Situation: You are in a leadership position in a platoon in a light infantry battalion. To successfully perform your duties and ensure your platoon achieves its objectives, you must have a complete understanding of the organization, elements, and capabilities of a light infantry battalion, company, and platoon.

1. In briefing your platoon prior to combat operations, you tell them that you intend to employ the AirLand Battle doctrine imperative of conserving strength for decisive action. To employ this imperative, you
  - a. study the enemy, learn his strengths and weaknesses, and know how to create new vulnerabilities which can be exploited to decisive effect.
  - b. must know the enemy, know your unit's capabilities, anticipate what is possible and prepare for it, and sense the flow of the battle and be able to react accordingly.
  - c. keep troops secure, protected, healthy, disciplined, in a high state of morale, and maintained in a high state of training.
  - d. must be alert for indicators of fatigue, fear, loss of discipline, reduced morale, and take measures to deal with these problems.
2. In preparing for combat, you must understand that as a light infantry battalion you have certain capabilities and limitations. As one of your most important capabilities, you
  - a. have the ability to easily withstand the effects of nuclear, biological, and chemical (NBC) attacks.
  - b. have an advantage due to the great amount of redundancy that is built into a light infantry battalion.
  - c. can deploy into a hostile environment without requiring local air superiority or naval gunfire support.
  - d. are rapidly deployable and easily sustained by an austere support structure.

3. You have been assigned to the antiarmor platoon of your light infantry company. Determine which of the following organizations represents that of your platoon.

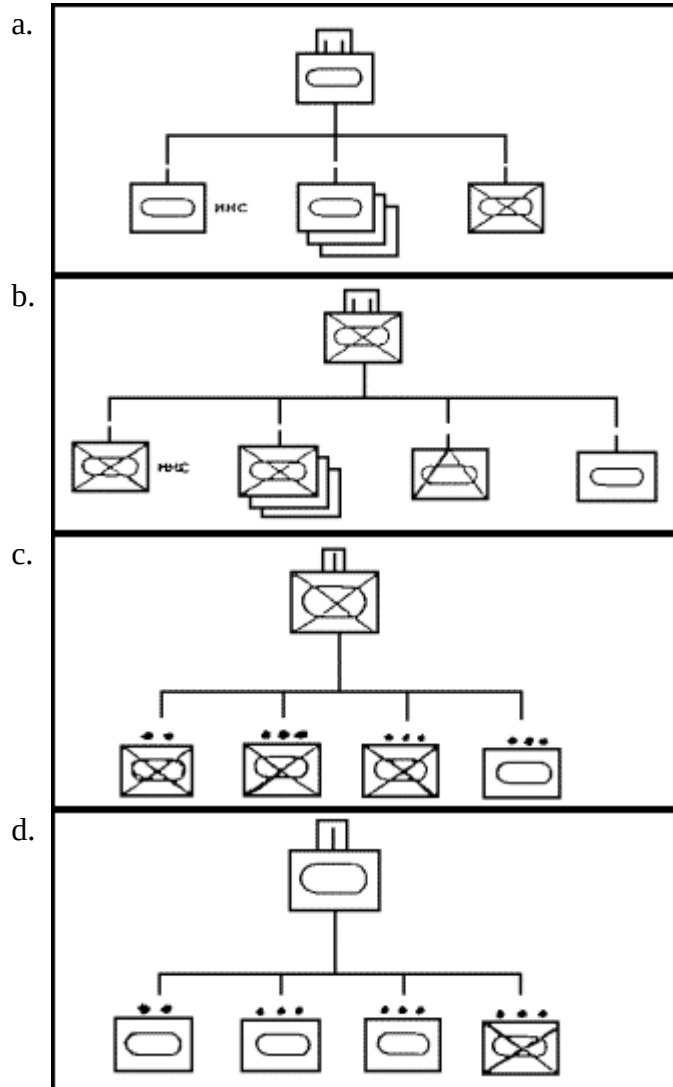


4. Prior to conducting reconnaissance operations, you must be briefed on the reconnaissance plan for your mission. You are to receive your briefing in the battalion information coordination center (BICC). Upon arriving at the BICC, you would contact the
- assistant S3.
  - battalion signal officer.
  - fire support officer.
  - tactical intelligence officer.

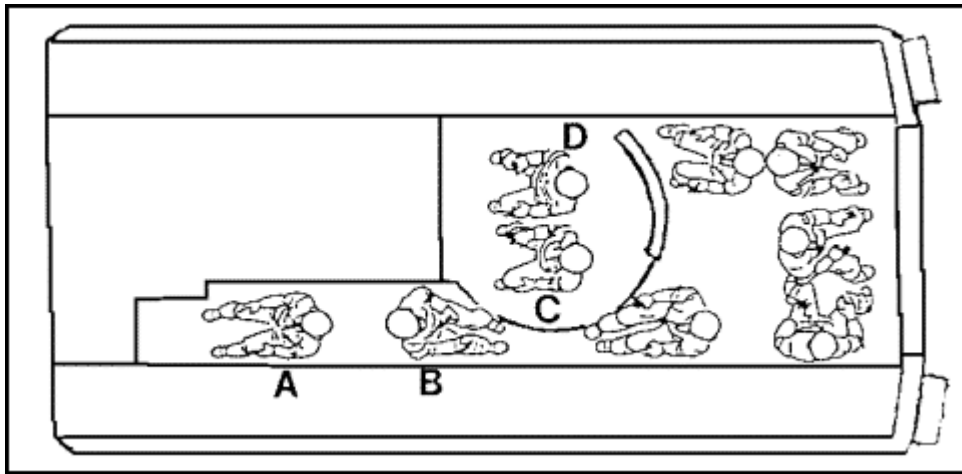
5. You have been ordered to report to the landing zone (LZ)/pickup zone (PZ) control officer of your light infantry company. To carry out your mission, you
  - a. report to the air liaison officer.
  - b. find your attached fire support officer.
  - c. report to the company executive officer.
  - d. seek out the company first sergeant.
6. In your light infantry platoon, the organization and control of the platoon command post is the responsibility of the
  - a. platoon leader.
  - b. platoon sergeant.
  - c. headquarters platoon squad leader.
  - d. senior fire team leader.
7. The battalion operational system which is responsible for mortars and artillery is the
  - a. fire support system.
  - b. air defense system.
  - c. command and control system.
  - d. maneuver system.

Situation: You have been assigned to a leadership position in a platoon in a company team which is part of a tank and mechanized infantry task force.

8. The brigade commander has decided to form a tank-heavy task force. Your rifle platoon has been assigned to this task force. Determine which of the organizations shown below represents the tank-heavy task force.







9. [Figure 1](#) shows the personnel seating in a Bradley Fighting Vehicle (BFV). Identify the position in the BFV which would be occupied by the driver.
- a. Position A.
  - b. Position B.
  - c. Position C.
  - d. Position D.
-